

2018



# ANNUAL REPORT

## Volume I

31 July 2018

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# Contents

## REVISED ANNUAL REPORT TEMPLATE

The purpose of this revised Annual Report template is to address the need expressed by a number of municipalities for assistance in the preparation and development of improved content and quality of Municipal Annual Reports. This template provides an update to the MFMA Circular No. 11, issued in January 2005.

This template gives effect to the legal framework requirement, concepts and principals espoused in the White Paper on Local Government and Improving Government Performance. It reflects the ethos of public accountability. The content gives effect to information required for better monitoring and evaluation of government programmes in support of policy decision making. The template provides an improved overview of municipal affairs by combining the performance report data required under Municipal Systems Act Section 46 with annual report data referred to in that Act and in the MFMA.

The revised template makes its contribution by forging linkages with the Integrated Development Plan, Service Delivery and Budget Implementation Plan, Budget Reforms, In-year Reports, Annual Financial Statements and Performance Management information in municipalities. This coverage and coherence are achieved by the use of interlocking processes and formats.

The revised template relates to the Medium-Term Strategic Framework particularly through the IDP strategic objectives; cross cutting nature of services offered by different spheres of government, municipal service outcome indicators; and the contextual material as set out in Chapters 3, 4 & 5. It also provides information on good management practice in Chapter 4; risk management in Chapter 2; and Supply Chain Management in Chapter 5; and addresses the Auditor-General's Report, dealing with Financial and Performance Management arrangements in Chapter 6. This opens up greater possibilities for financial and non-financial comparisons between municipalities and improved value for money.

The revised template provides information on probity, including: anti-corruption strategies; disclosure of financial interests by officials and councillors; disclosure of grants by external parties, disclosure of loans and grants by municipalities. The appendices talk to greater detail including disaggregated information on municipal wards, among others. Notes are included throughout the format to assist the compiler to understand the various information requirements.

The financial years contained in this template are explained as follows:

- Year -1: The previous financial year;
- Year 0: The financial year of reporting;
- Year 1: The following year, mostly requires future targets; and
- The other financial years will follow a similar sequence as explained above.

We wish to express our gratitude to the members of the Annual Report Reference Group, consisting of national, provincial and municipal officials for their inputs and support throughout the development of this document.

MFMA Implementation Unit, National Treasury

July 2012

# Chapter 1

## CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY COMPONENT A: MAYOR’S FOREWORD

### MAYOR’S FOREWORD

#### a. Vision:

The Mamusa Local Municipality together with the community strive to create a balanced integrated and sustainable environment through socio-economic upliftment, the promotion of opportunities, growth and job creation and the improvement of access to affordable infrastructure and social services to be shared by all in a healthy and safe environment.

In its vision, Mamusa seeks to establish a municipality that is prosperous and built on the combined key elements of mining with beneficiation, maize production and food processing. A town that works with its resources in a sustainable way and attracts visitors who are interested in the natural environment while exploiting its strength geographically as a hub for agriculture.

The strategic objectives that will assist us to realise our vision are;

1. Building better communities
2. Enhance financial sustainability
3. Accelerate an inclusive environment
4. Plan for the future
5. Establish effective and efficient services
6. Enhanced, effective, accountable and clean institutional management and corporate governance
7. Develop a learning organisation

In these objectives, we are hoping to achieve these strategic outcomes: shared values; financial liquidity; good credit rating; employment and growth in the GDP; investment; liveable; integrated communities; pay services; good governance and human capital.

Mamusa Local Municipality seeks to align itself with the National Development Plan 2030; Provincial Employment Growth and Development Plan in terms of planning, development and management of provincial infrastructure.

#### b. Key Policy Developments:

The municipality have compiled and implemented the valuation roll, identified and corrected under-valued-properties.

It is our legal obligation as Council to ensure firmer and prudent financial management practices that are in line with National Treasury Regulations, and also to comply with all the provisions of the Municipal Finance Management Act (MFMA), Act 56 of 2003. We therefore approved financial management policies that enabled us to be cautious about the kind of financial decisions we make and their implications. Our indigent Policy, for example, allows us to provide the required services to deserving consumers within the prescripts of the law.

Local Economic Development in Mamusa is largely driven through a Local Economic Development



# Chapter 1

Strategy (LEDS). The strategy's economic development thrusts centers around: attracting new investment in Mamusa, diversification of the economy into a balanced assortment of economic sectors, tourism development as a means of growing the local economy and creating jobs, and rural development.

## **c. Key Service Delivery Improvements:**

In Mamusa, we continue to strive for service delivery excellence as encapsulated in our strategic objectives. Over the last five years, we have managed to provide highest levels of access to basic services such as sanitation, water and electricity. The municipality is currently the Water Services Provider and the Dr. R.S. Mompati District Municipality is the Water Services Authority.

Our water, electricity and sanitation provision are at near 85%, except the informal settlements which needs to be formalise.

Infrastructure development continues to receive exceptional attention. We are mindful of the fact that good infrastructure is the basis for economic growth. Special attention is paid to our roads and storm water infrastructure. In the past financial year, we have paved or gravelled roads and furthermore, we are currently paving roads in the proper Ipelegeng. It is important to note that the municipality is facing a big challenge in replacing old Asbestos pipelines in Ipelegeng which requires a huge budget.

We are also doing reasonably well in the area of growing the economy and thus creating job opportunities. We are particularly focusing on SMME development and preferential procurement. We are aware that SMMEs are central to growing the economy and boosting the campaign around job creation. We have facilitated the establishment of cooperatives and SMME's in the last year.

However, it is also worthy to note some critical challenges which needs our immediate intervention. We observed limitations in the areas of credit control (slow revenue collection); financial constraints; loss of electricity through illegal connections and water losses; non-compliance with legislation and policies; under expenditure; maintenance issues and unemployment.

A report from the Auditor-General highlights emphasis in the areas of asset management; plants and equipment; compliance with GRAP amongst others and as a result of those challenges, the municipality obtained a disclaimer.

## **d. Public Participation:**

Public participation is an institutionalized function in our municipality. Our communities have learned to appreciate the elaborative process which ensures that all interested residents are afforded ample opportunity to make meaningful contributions to policy development and planning for developments in the municipal jurisdiction. The development of ward-based planning and related establishment of ward committee system have elevated community participation to higher level in terms in terms of legal provision and institutionalization of the process. Mamusa Local Municipality, through the office of the Mayor, liaise continuously with communities through ward committee members and other stakeholder forums.

In order to facilitate maximum participation by ward committee members, the municipality is providing

# Chapter 1

stipends or sitting allowance for each member. Ward committees are functioning pretty well in all 8 wards.

Reports are received monthly and follow-ups made where necessary. Stakeholder forums with business community have also been established. Inputs are regularly solicited from these constituencies on a constant basis. Meetings are held as the needs dictates. Otherwise, maximum participation takes place during annual IDP reviews and the tabling of annual budget.

**e. Future Actions:**

Establish Mamusa Compliance Committee to ensure compliance to the MFMA and the other related legislations.

**f. Agreements / Partnerships:** Announcements on special partnerships initiated.

In addressing some of the service delivery constraints and challenges, the municipality have partnered with the Dr. R.S. Mompoti District Municipality in terms of water and sanitation provision. Other provincial departments have signed Memorandum of Understanding with the municipality.

**g. Conclusion:**

I would like to commend all of us for striving beyond the challenge-maintaining a heightened sense of community and respect for civility and open dialogue in the beginning of this term.

We do not always agree. We are here to resolve differences and make the best decisions on behalf of all our communities. Our diversity reflects that of our town. Our diversity is our strength.

**Key Policy Developments:**

This is based on Strategic alignment to the Provincial Growth and Development Strategy, and the IDP strategies included in the IDP especially with focus on impact and outcome achieved – bearing in mind that foreword provides details that should be included in the chapters to follow.

**h. Key Service Delivery Improvements:**

Comment on the major successes of the year included and provide an indication of challenges overcome.

**i. Public Participation:**

Methods and/or processes used to increase public awareness on service availability engage public in decision making and improve accountability to communities.

**j. Future Actions:**

Initiatives committed whereby service delivery will be improved over the next few years.

**k. Agreements / Partnerships:** Announcements on special partnerships initiated.

# Chapter 1

**I. Conclusion:** Final thoughts on the year.

(Signed by :) \_\_\_\_\_

Mayor/Executive Mayor

*T 1.0.1*

# Chapter 1

## COMPONENT B: EXECUTIVE SUMMARY

### 1.1. MUNICIPAL MANAGER'S OVERVIEW

This report is compiled and tabled in terms of Section 127(2) of the Municipal Finance Management Act (MFMA), Act 56 of 2003, which requires that the performance report of the municipality and of any municipal entity under the municipality's sole or shared control be tabled at the Municipal Council by the Mayor, after which the Municipal Manager must make the report public and invite the local community to submit representations in respect of issues raised in the report. Section 121(2) of the Municipal Finance Management Act, Act 56 of 2003, read with circular 11 and circular 63, both of MFMA, gives the purpose of the Annual Report as follows;

- ✓ To provide a report on performance against the budget of the municipality or the municipal entity for that financial year;
- ✓ To provide a record of the activities of the municipality or municipal entity during the financial year to which the report relates; and
- ✓ To promote accountability to the local community for the decisions made throughout the year by the municipality or municipal entity.

It is for that reason that this report will endeavour to cover the broad view of the Mamusa Municipal Area with information such as the socio-economic profile of the area and the achievements gained in delivering services to the community, as well as developmental and institutional aspects, including financial performance. The report also covers governance and public participation undertaken by the municipality to ensure involvement of the communities of the Mamusa local Municipality in planning as well as in the delivery of services that meet their needs in the period under review.

The purpose of the report is to reflect on the work carried out in the 2016 to 2017 period and to provide feedback on performance against targets to various stakeholders including the community, government departments and other interested parties. The report also ensures that accountability is upheld, and the clients of the municipality are informed of the decisions that were taken in this period. We hereby present an account of our work over this period as directed by these various stakeholders through the Integrated Development Plan (IDPs).

In the period under review, the Mamusa Local Municipality ensured alignment and contribution to the National, Provincial and Local Government Key Priority Areas in all its service delivery programmes.

#### **Financial Position**

The municipality still experience challenges of non-payment for services by communities particularly in Ipelegeng which impacts negatively on service delivery.

The Eskom account also remains a challenge to the municipal financial stability.

The aging infrastructure also poses a challenge among others and more efforts and immediate initiatives are needed for the improvement of such.

# Chapter 1

T 1.1.1

## 1.2. MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

### INTRODUCTION TO BACKGROUND DATA

Mamusa Local Municipality has conducted its own SWOT analysis which are as follows;

1. Economic Diversification in the municipality
  - ☐ Tourism opportunities
  - ☐ Small mining related Opportunities
  - ☐ Job Creation Opportunities
  - ☐ Agricultural Development Opportunities
2. Strategic Private Partnership (Small mining, Business)
3. Availability of Land for development through partnerships with land owners

#### **Challenges / threats;**

1. Poverty / unemployment impacting negatively on available resources
2. Inadequate resources to deal with increasing demands (Financial constraints, unfunded mandates, insufficient tax base)
3. Non-payment culture for municipal services in communities
4. Vandalism of infrastructure
5. Infrastructure backlogs including ageing infrastructure
6. Electricity tariff escalation
7. Low level of literacy
8. Land of available land for developments
9. Inability to attract investors
10. Urban migration
11. Drought / Water Crisis

T 1.2.8

# Chapter 1

## 1.3. SERVICE DELIVERY OVERVIEW

### SERVICE DELIVERY INTRODUCTION

During the 2017/18 financial year Mamusa Local Municipality appointed two Directors with fixed term contracts which will help with the enhancement of efficient service delivery. The following can be noted as part of challenges and achievements of the Municipality:

#### ACHIEVEMENTS

- ☐ Number of billed households in the municipality
- ☐ Number of registered indigent Households
- ☐ Number of indigent households with access to Free Basic water
- ☐ Number of indigent households with access to Free Basic Sanitation
- ☐ Number of indigent households with access to Free Basic refuse Removal
- ☐ Number of indigent households with access to Free Basic Electricity
- ☐ 100% usage of Conditional Grants

Water is provided to informal settlements in the form of communal Jojo tanks which is filled up on a weekly basis. In other arrears communal standpipes are provided. In a response to the drought experienced by the municipality we are also providing water in the Ipelegeng also in the form of communal Jojo tanks which is filled up on daily basis.

#### CHALLENGES

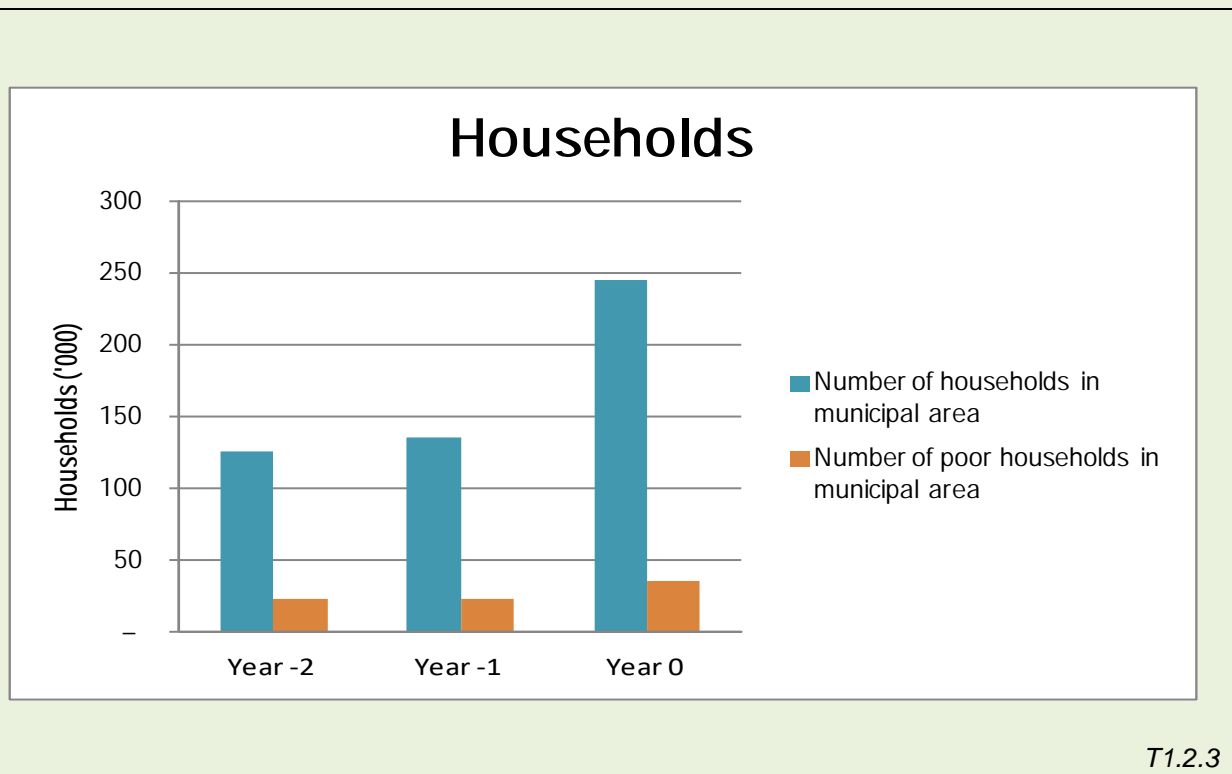
- ☐ The provision of free basic electricity in Ipelegeng where ESKOM is the supplier
- ☐ Fraudulent consumers claiming indigent status
- ☐ Consumers who are possibly indigent and not coming forward to disclose their status
- ☐ Inadequate knowledge about municipal governance by some members of the public
- ☐ Inability by some members of the public to utilize IDP/Budget consultations to influence development agenda in their respective Wards.

The main challenge is the drought experienced in Mamusa resulting in affecting our cash flow and collection rate.

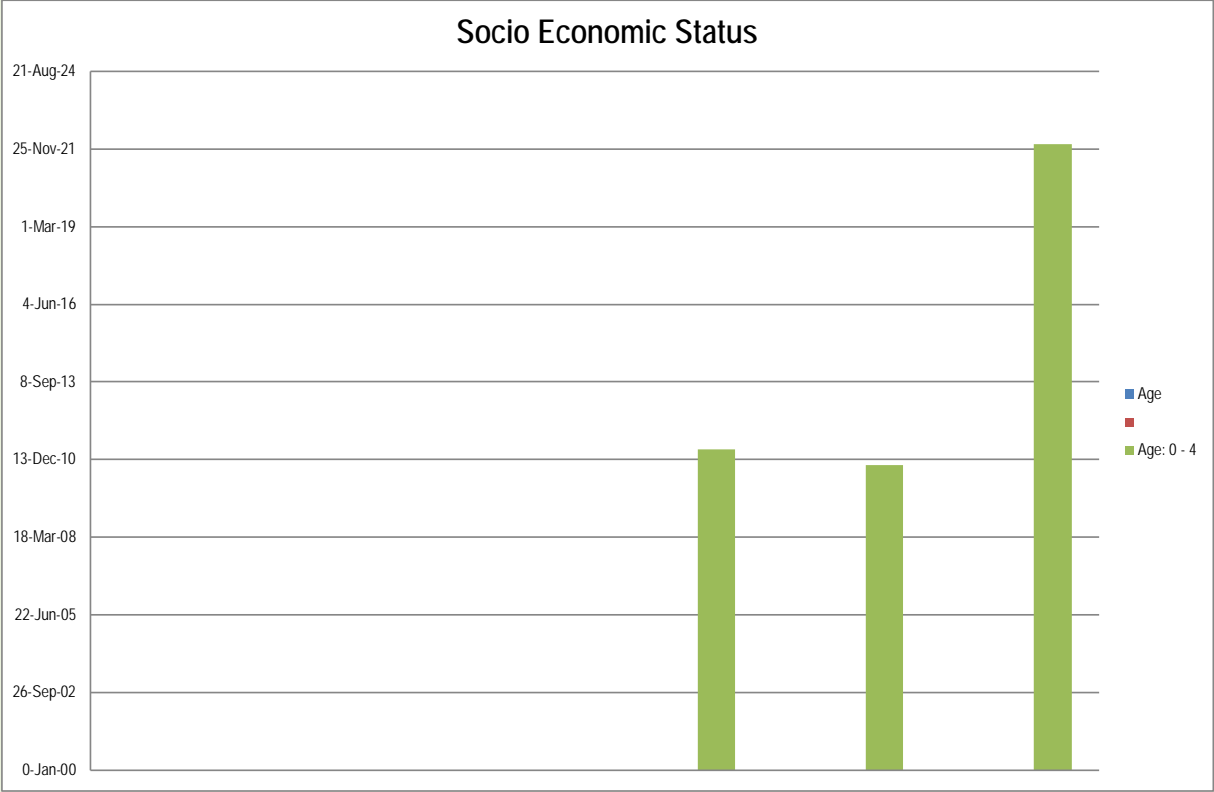
*T 1.2.1*

# Chapter 1

Statistics South Africa										
Community Survey 2016										
Table 1										
Sex by Age										
for Person Weight, NW393 : Mamusa										
	0 - 4	5 - 9	10 - 19	20 - 29	30 - 39	40 - 49	50 - 59	60 - 69	70	Grand Total
Male	3946	3740	7395	5975	4029	2890	2007	1037	105	31125
Female	3895	3430	7787	5760	4530	2295	2085	1353	182	31317
Grand Total	7842	7170	15182	11735	8560	5185	4092	2390	287	62442
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# Chapter 1





# Chapter 1

Overview of Neighbourhoods within ' <i>Name of Municipality</i> '		
Settlement Type	Households	Population
Towns		
Ward 9		
Sub-Total	0	0
Townships		
Ward 1		107
Ward 2		128
Ward 4		116
Ward 5		146
Ward 6		157
Ward 7		184
Ward 8	0	127
Rural settlements		
Ward 3		162
Sub-Total	0	162
Informal settlements		
Sub-Total	0	0
Total	0	1127
T 1.2.6		

Natural Resources	
Major Natural Resource	Relevance to Community
Alluvial Diamonds	Job creation, mineral benefits
Land	Housing, Agriculture
Labour force	That could become involved in construction, retail trade, small, medium, micro enterprises
Wenzel Dam	
T 1.2.7	

# Chapter 1

## COMMENT ON BACKGROUND DATA:

The Mamusa Local Municipality is committed to its constitutional mandate to provide basic services to the community and to improve access to municipal services where needs have been identified by the communities. The Municipal basic services include the following; Water; Sanitation, Electricity; Refuse removal; Local Economic Development; Roads and Storm Water drainage.

### **WATER.**

With the population of 64 000 and 19 000 households, the municipality provides 88.8% of its households with access to basic water and 13 750 households or 92% with access to free basic water.

### **ELECTRICITY**

91% of households are provided with access to basic electricity and 76.46% of households are provided with access to free basic electricity.

### **SANITATION**

77% of households are provided with access to basic sanitation and 69% is provided with access to free basic sanitation.

### **REFUSE REMOVAL**

81% of households are provided with access to basic refuse removal and 8319 households are provided with access to free basic refuse removal.

### **ROADS AND STORM WATER DRAINAGE**

- Construction of Routes in Ipelegeng

These projects are paved of roads.

# Chapter 1

## POPULATION

According to community survey 2016 report, Mamusa has a population of 64 000 people

T 1.2.

### 1.4. SERVICE T 1.3.1

#### Proportion of Households with minimum level of Basic services

	Year -3	Year -2	Year -1	Year 0
Electricity service connections	68%	75%	75%	
Water - available within 200 m from dwelling	80%	85%	86%	
Sanitation - Households with at least VIP service	65%	69%	69%	
Waste collection - kerbside collection once a week	74%	77%	80%	

T 1.3.2

#### COMMENT ON ACCESS TO BASIC SERVICES:

As compared to the previous year 2016/2017 there is an increase in the number of households provided with basic services. However, the percentage growth of households with the different basic services doesn't vary much from one year to another as can be deduced from the graphs. This is due to the fact that the growth in the number of formal households is proportional to the growth in the population of informal households, and as fraction of the total population does not differ significantly from year to year.

- Some consumers are possibly indigent but are not coming forward to disclose their status

T 1.3.

### 1.5. FINANCIAL HEALTH OVERVIEW

#### FINANCIAL OVERVIEW

**Delete Directive note once comment is completed** - Provide a brief introduction on the financial sustainability of the municipality commenting on key successes and outcomes in Year 0 (Current Year) and those things that were challenging and required rectification – state how such challenges are being addressed. Comment also on the financial health of the municipality as derived from the financial ratios in Chapter 5.

T 1.4.1

Financial Overview: Year 0			
			R' 000
Details	Original budget	Adjustment Budget	Actual
Income:			
Grants	68 139 000,00	68 139 000,00	71 814 115,00

# Chapter 1

Taxes, Levies and tariffs			
Other	80 890 000,00	80 890 000,00	99 084 714,00
Sub Total			
Less: Expenditure	181 432 000,00	181 432 000,00	188 556 689,00
Net Total*	-32 403 000,00	-32 403 000,00	-17 657 860,00
* Note: surplus/(defecit)			T 1.4.2

Operating Ratios	
Detail	%
Employee Cost	31%
Repairs & Maintenance	2%
Finance Charges & Impairment	6%
T 1.4.3	

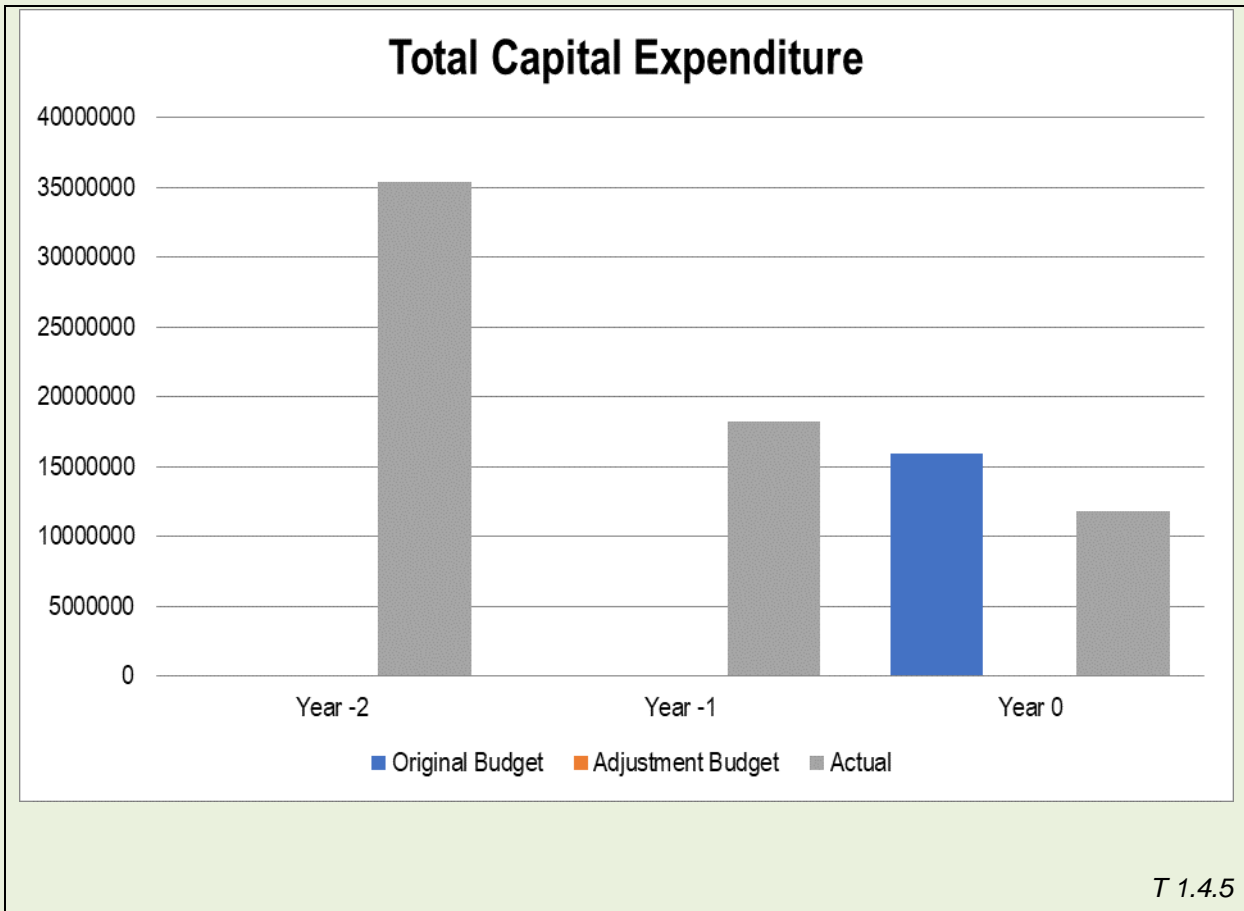
## COMMENT ON OPERATING RATIOS:

**Delete Directive note once comment is completed** - Explain variances from expected norms: 'Employee Costs' expected to be approximately 30% to total operating cost; 'Repairs and maintenance' 20%; Finance Charges and Impairment 10%.

T 1.4.3

Total Capital Expenditure: Year -2 to Year 0			
			R'000
Detail	Year -2	Year -1	Year 0
Original Budget			15 897 000,00
Adjustment Budget			15 897 000, 00
Actual	35 388 441,00	18 233 436,00	11 799 704,00
T 1.4.4			

# Chapter 1



## COMMENT ON CAPITAL EXPENDITURE:

**Delete Directive note once comment is completed** – Explain variations between Actual and the Original and Adjustment Budgets.

T 1.4.5.1

## 1.6. ORGANISATIONAL DEVELOPMENT OVERVIEW

### ORGANISATIONAL DEVELOPMENT PERFORMANCE

# Chapter 1

T 1.5.1

## 1.7. AUDITOR GENERAL REPORT

### **AUDITOR GENERAL REPORT: 2017-2018**

#### **DISCLAIMER**

As required by section 188 of the Constitution of the Republic of South Africa, (Act No. 108 of 1996) and section 4 of the Public Audit Act, 2004 (Act No. 25 of 2004) (PAA), the responsibility of the Auditor General is to express an opinion on the municipality's financial statements based on conducting an audit in accordance with International Standards on Auditing.

For the previous financial year (2016/2017) the Mamusa Local Municipality received a disclaimer. The basis for this opinion is that the accounts of this municipality were too deficient in essential detail for the Auditor General to form an opinion on the financial viability or rectitude of this municipality.

A report from the Auditor General for the financial year under review is contained in chapter 6 of this report.

T 1.6.1

# Chapter 1

## 1.8. STATUTORY ANNUAL REPORT PROCESS

No .	Activity	Timeframe
1	Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period	July
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	
3	Finalize the 4th quarter Report for previous financial year	
4	Submit draft year 0 Annual Report to Internal Audit and Auditor-General	
5	Municipal entities submit draft annual reports to MM	
6	Audit/Performance committee considers draft Annual Report of municipality and entities (where relevant)	August
8	Mayor tables the unaudited Annual Report	
9	Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General	
10	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	
11	Auditor General audits Annual Report including consolidated Annual Financial Statements and Performance data	September - October
12	Municipalities receive and start to address the Auditor General's comments	November
13	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor- General's Report	
14	Oversight Committee assesses Annual Report	
15	Council adopts Oversight report	December
16	Oversight report is made public	
17	Oversight report is submitted to relevant provincial councils	
18	Commencement of draft Budget/ IDP finalisation for next financial year. Annual Report and Oversight Reports to be used as input	January
T 1.7.1		

# Chapter 1

:

## **COMMENT ON THE ANNUAL REPORT PROCESS:**

The effectiveness, efficiency and economic financial management of the municipality can help change municipal areas to be the choice place for residence and work. This is the vision that is strived for by our political leadership.

The communities must be involved as much as possible in the spending priorities for the areas they live in. It is important for the councillors and ward committees to report to ward meetings about the budget plans and consult the communities on programmes and projects that are going to affect them.

## **IMPORTANCE OF MEETING ANNUAL REPORT DEADLINES**

The importance of achieving annual report deadlines will enable the municipality to provide:

- ☐ Records or evidence of municipal activities during the year under review.
- ☐ Report on municipal performance against the budget for the year under review.
- ☐ And to account to the local communities for the decisions made by the municipality during the year under review.

## **ALIGNMENT OF IDP/BUDGET / PERFORMANCE MANAGEMENT**

IDP forms the basis on which the annual budget is based and it must be compatible with the national and provincial government development plans. Processes for IDP, Budget and performance management must be flawlessly assimilated. The IDP fulfils the planning stage and Performance Management fulfils the management of implementation, monitoring and evaluation of the IDP.

Municipal performance is inherently interrelated to that of the employees. If the employees do not perform, the municipality will not achieve its purpose.

*T 1.7.1.1*



# Chapter 2

## CHAPTER 2 – GOVERNANCE

### INTRODUCTION TO GOVERNANCE

To govern is to exercise political, economic and administrative authority to manage the nation's affairs. Governance is the complex mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights and obligations, and mediate their differences.

Mamusa Local Municipality was established in terms of Section 12 Notice of the Municipal Structures Act of 1998. In terms of Section 12 Notice the Municipality is the Category C Municipality which operates within the Plenary System combined with the Participatory Ward System, and Mamusa Local Municipality had 08 Wards. Governance at Mamusa Local Municipality is composed of both the Political and Administrative Governance. In addition to this there is Intergovernmental Relations; Public Participation and Accountability.

The Political wing of the Municipality exercise their executive and legislative powers and functions to govern the affairs of the Municipality. The Administration wing is responsible for Corporate Governance and Administration of the affairs of the Municipality as prescribed by various legislative frameworks and as contained in the IDP. Cooperative Government and Inter-governmental Relations pertains to the interaction, support by various Sector Department and State Institutions. Public participation is realized through engaging communities in the affairs of the Municipality (road shows, public meetings etc.).

The political and administrative components of Council maintain a sound working relationship by ensuring respect for procedures and protocols. The Municipal Council as a legal entity relates to the other spheres of government and organized local government bodies through the Intergovernmental Policy Framework. Communities as an interest group in municipal affairs participates through public participation mechanisms and processes in the decision-making systems of Council.

This includes interaction with stakeholders in shaping the performance of the municipality so as to enhance a healthy relationship and minimize conflict.

*T 2.0.1*

# Chapter 2

## COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

### INTRODUCTION TO POLITICAL AND ADMINISTRATIVE GOVERNANCE

The Political Leadership of the Municipality comprises of elected Councilors through both the Ward System and Proportional Representation, and led by the Mayor. On the other side the Administration of the Municipality is composed of Executive Management appointed in terms of Section 56 of the Municipal Systems Act as amended.

The Municipal Manager is the head of Administration. In order to realize the Constitutional mandate of the Municipality these two components, including the Community have to work together.

*Note: The Constitution section 151 (3) states that the council of a municipality has the right to govern on its own initiative, the local government affairs of the local community*

T 2.1.0

## 2.1 POLITICAL GOVERNANCE

### INTRODUCTION TO POLITICAL GOVERNANCE

Mamusa Local Municipality is a category C and a plenary type system of municipality. The Mayor, who is also a Speaker of Council, is supported by 6 Section 79 committees' chairpersons who are responsible for heading their respective portfolio committees. The Municipality had 9 Ward Councillors and 9 Proportional Representative Councillors.

The Mayor is the Political head of the municipality and the Municipal Manager as the head of Administration reports to the Mayor. The Administration comprises of four Departments headed by Directors appointed in terms of Section 56 of the Municipal Systems Act.


Political governance ensures regular communication with the community at large by means of IDP and Budget consultation meetings. This ensures that the community participates in identifying needs and in making inputs on the performance of the Municipality.

Administrative governance ensures transparent administration, regular feedback to the community and compliance with the rules, processes and laws by which Council operates and regulated and controlled.

*Note: MFMA section 52 (a): The Mayor must provide general political guidance over the fiscal and financial affairs of the municipality*

T 2.1.1

# Chapter 2

	<p><b>MAYOR / SPEAKER</b></p> <p>Cllr. K.A. Motswana</p>	<p><b>Introduction</b></p> <p>The mayor is elected by Council to coordinate the work of Council. He is the political head of Council. The Mayor performs functions and duties as set out in the legal framework for municipalities. He also performs duties as delegated to him by Council.</p> <p><b>Functions</b></p> <p>The duties of the mayor amongst other are as follows;</p> <ol style="list-style-type: none"> <li>1. Reviews the performance of the municipality in order to improve;             <ol style="list-style-type: none"> <li>i. The economy, efficiency and effectiveness of the municipality</li> <li>ii. The efficiency of credit control and revenue and debt collection services</li> <li>iii. The implementation of the municipality's bylaws</li> <li>iv. monitors the management of the municipality's administration in accordance with the policy directions of the municipal council (output monitoring)</li> </ol> </li> </ol>
	<p><b>SECTION 79 COMMITTEE</b></p> <p><b>FINANCE AND CORPORATE SERVICES</b></p> <p>Cllr L.R. Silane</p>	<p><b>Introduction</b></p> <p>Elected by council</p> <p><b>Functions</b></p> <p>To support decision making in council, conducts an advisory and support role towards the municipal council and a mandatory role is to the Finance Department</p>
	<p><b>SECTION 79 COMMITTEE</b></p> <p><b>COMMUNITY SERVICES, PLANNING AND LED</b></p> <p>Cllr. K.S. SEDITI</p>	<p><b>Introduction</b></p> <p>Elected by council</p> <p><b>Functions</b></p> <p>To support decision making in council, conducts an advisory and support role towards the municipal council and a mandatory role is to Technical Services Department</p>
	<p><b>SECTION 79 COMMITTEE</b></p>	<p><b>Introduction</b></p>

# Chapter 2

	<b>TECHNICAL SERVICES AND INFRASTRUCTURE</b>  Cllr. K. MAINE	Elected by council  <b>Functions</b>  To support decision making in council, conducts an advisory and support role towards the municipal council and a mandatory role is to Community Services department
	<b>SECTION 79 COMMITTEE</b>  <b>MPAC</b>  Cllr J Jengeca	Elected by council  <b>Functions</b>  To support decision making in council, conducts an advisory and support role towards the municipal council and a mandatory role is to Community Services department

## Councillors

The Council comprised of (9) Nine Ward Councillors and (9) Proportional Representative (PR) Councillors, who were allocated different responsibilities within the overall functions of Mamusa Local Municipality.

The political parties are represented as follows:

- 11 African National Congress (ANC)
- 1 Democratic Alliance (DA)
- 1 Freedom Front Plus (FFP)
- 2 Economic Freedom Fighters (EFF)
- 3 Forum for Service Delivery

The following Councillors are the Mamusa Local Municipality's representatives to the Dr. Ruth Segomotsi Mompoti District Municipality.

- Cllr. V.L. Molefe (ANC)
- Cllr. C.P. Herbst (DA)

Ward Councillors have to balance the expectations of their respective Wards and their political parties. The Ward Councillor is the Chairperson of the relevant ward committee and is responsible for convening the constituency meeting to elect ward committee members, calling ward committee meetings, ensuring that a schedule of meetings is prepared, handling queries and complaints in the ward, resolving disputes and making referrals of unresolved disputes to the municipality, and for ensuring the ward committee does what the municipality expects in regard to reporting procedures. The Ward Councillors should be fully involved in all community activities in which the ward committee is engaged and communicate the activities and meeting schedules to the PR Councillors.

# Chapter 2

Proportional Representation means, where voters vote for a political party and not an individual candidate within a party. The Ballot Paper just shows the political parties. The party gets the same share of the number of councillors as the share of total PR votes it received. The party decides which members are to fill those councillors' positions. A PR Councillor is allocated to a ward and provides support to the Ward Councillor in things that relate to the ward or the ward committee. A PR councillor handles queries and complaints in consultation with the Ward Councillor, assists in the resolving of disputes and in making referrals, helps with implementation of projects, support the Ward Councillor without replacing the Ward Councillor, and attends ward committee meetings, constituency meetings and special meetings.

Councillors provide a vital link between communities they serve and the municipality. They are responsible for representing the needs and interests of the people they represent, regardless of whether they voted for them. Although councillors are not usually full-time professionals, they are bound by code of conduct. The Councillors serve for five years

T 2.1.2

## POLITICAL DECISION-TAKING

. As Plenary type municipality, all matters for consideration by Council must be considered by the Portfolio Committees for recommendation to Council.

Matters serving before council can vary from compliance related matters to issues to be added to the Integrated Development Plan (IDP) or reports from committees assisting Council in the execution of its task e.g. Audit Committee and the Municipal Public Accounts Committee (MPAC).

The Standing Rules and Orders of council and various pieces of legislation including the Constitution of the Republic of South Africa provides for the processes of decision making by council.

All issues pertaining to the matters listed below are dealt with by Council and the resolution passed through the supporting vote of the majority of members of Council;

- Approval of Budget
- The imposition of rates and taxes, levies and duties
- The passing of By-Laws
- The raising of loans

Other matters are delegated to the mayor in terms of Section 59 of the Municipal Systems Act. The Mayor must report to Council on the execution of duties delegated to him. All other matters before Council are decided by the majority of votes cast in a particular meeting.

If on any matter there is an equality on votes cast, the mayor who is also the speaker exercise a casting vote in addition to that of him being a Councillor.

Before a Council passes a resolution on any of the following it shall first require the Mayor to play his and submit a report and recommendation to the full sitting of Council.

# Chapter 2

- The passing of By-Laws
- The approval of budgets
- The imposition of rates
- The raising of loans
- The approval of the IDP and any amendments or reviews of this plan
- The appointment and conditions of service of the Municipal Manager and Managers directly accountable to the Municipal Manager.

Council resolutions implemented against the number of decisions taken is 50%.

T 2.1.3

## 2.2 ADMINISTRATIVE GOVERNANCE

### INTRODUCTION TO ADMINISTRATIVE GOVERNANCE

In terms of part 7 section 82 of the Municipal Structures Act 117 of 1998 as amended the Municipality must appoint the Municipal Manager, who is the head of administration and therefore the Accounting Officer. In terms of section 55 of the Local Government: Municipal Systems Act 32 of 2000, as amended, the Municipal Manager as head of administration is subject to policy directives of the Municipal Council responsible for the formation and development of an efficient, economical, effective and accountable administration and must manage the municipality in accordance with legislation and policies pertaining to Local Government.

In terms of section 56 of the Local Government: Municipal Systems Act 32 of 2000, as amended, the Council in consultation with the Municipal Manager must appoint managers who are directly responsible to the Municipal Manager and who must have the relevant and requisite skills and expertise and competencies to perform the duties associated with the posts they each occupy.

The Municipal Manager is also accountable for all the income and expenditure and all assets, as well as the discharge of liabilities of the municipality, including proper and diligent compliance with the Municipal Finance Management Act, 56 of 2003. Senior managers or Directors who report directly to the Municipal Manager are delegated such functions as the Municipal Manager may delegate to them and are responsible for all those matters delegated to them, including financial management as well as discipline and capacitating of officials within their areas of responsibility, together with compliance with all legislation governing Local Government, its policies and by-laws.

The Municipal Manager and Directors form the Senior Management core and all directors are accountable to the Municipal Manager for the strategic management and oversight of their departments. All budget expenditure in each directorate is managed by the relevant director in order to ensure that service delivery matters are handled speedily.

The Municipality has established a process or mechanism to regularly evaluate the staff establishment and if necessary review the staff establishment, in line with organizational objectives and development priorities. This mechanism provides for the review of the organizational structure at the beginning of the financial year, which entails revisiting each Department and Units to ensure that they respond to the priorities contained in the Integrated Development Plan (IDP). The organizational design and the

# Chapter 2

structure of the Municipality are such that it seeks to respond to both National and Local Government priorities of:

- Municipal Institutional Development and Transformation
- Basic Service Delivery
- Local Economic Development
- Municipal Financial Viability
- Public Participation
- Good Governance

As head of the administration, the Municipal Manager is responsible for the formation and development of an economical, effective, efficient and accountable administration, which is equipped to implement the IDP, operates within the municipality's Performance Management System, and is responsive to the needs of the local community to participate in the municipality. The Municipal Manager manages commination between the political structures and office-bearers and the administration.

In order to be able to give fruition to the requirement to run an efficient, economical and accountable administration, the operations of the municipality are divided into four directorates;

- Finance
- Corporate Services
- Community Services
- Technical Services

*T 2.2.1*

# Chapter 2

TOP ADMINISTRATIVE STRUCTURE	FUNCTIONS
<b>MUNICIPAL MANAGER</b> <b>MR. M.J RATLHOGO</b>	As head of administration and Accounting Officer of the municipality the Municipal Manager is subject to the policy directions of the municipal Council and is responsible and accountable for duties and responsibilities outlined under Section 55 of the Local Government: Municipal Systems Act 32 of 2000, as amended and any other relevant duties as may be delegated from time to time to the Municipal Manager by the Mayor and Council. The Municipal Manager is also responsible for duties outlined under sections 60 to 75 of the Municipal Finance Management Act.
<b>CHIEF FINANCIAL OFFICER</b> <b>MR I.P LEKAWA</b>	The Chief Financial Officer is responsible for ensuring effective and efficient strategic management of the finance portfolio, which includes budgetary management, financial accounting management, supply chain management, credit control management, investment and banking, treasury management and risk management.
<b>DIRECTOR: CORPORATE SERVICES</b> <b>MS. LM RAMOROLA</b>	This Director is responsible for establishing and maintaining structures, within the parameters of legality and good governance that will provide administration that is appropriately relevant, timeous and effective for the execution of tasks and that will be transparent as well as provide an environment that is conducive to stimulating public participation within co-operative governance.
<b>DIRECTOR: TECHNICAL SERVICES</b> <b>MR P.P MDHLULI</b>	This Director is responsible for providing water, roads, storm-water drainage, sanitation and electricity through well-established and well-maintained infrastructure that will stimulate growth, resulting in a broader income base, and that will encourage taxpayers to sustain payments.
<b>DIRECTOR: COMMUNITY SERVICES</b> <b>MRS D.E MOKOMA</b>	This Director is responsible for providing refuse removal, law enforcement (Traffic), library services, parks, cemeteries and recreational facilities.



# Chapter 2

## COMPONENT B: INTERGOVERNMENTAL RELATIONS

### INTRODUCTION TO CO-OPERATIVE GOVERNANCE AND INTERGOVERNMENTAL RELATIONS

Promoting intergovernmental relations (IGR) helps to make everyone aware that there is one seamless government working together to serve the people. It builds teamwork within the various spheres of government and between government and its agencies as well as other partners in development.

The IGR activities include:

- Planning and Budgeting
- Consultations and meetings as well as information sharing sessions
- Dispute resolutions
- Reporting
- Monitoring

Service Delivery is the core function of the municipality. Cooperative governance is but, on the arrangement, entered into by spheres of government to fast track service delivery within the Constitutional mandate thereof:

- Mayor's Forum
- Municipal Manager's Forum
- Chief Financial Officer's Forum

The above is established to share best practices among others and to ensure compliance. These forums focus mainly on issues of progressive governance and unblocking bottleneck within certain spheres. Such forums must be attended to check and report on service delivery. Once these forums are successful, service delivery will be achieved and we will have communities that are happy.

Inter-governmental Relations framework Act, (Act No 13 of 2005), requires all spheres of government to coordinate, communicate, align and integrate service delivery effectively, to ensure access to services. In this regard the municipality complies with the provisions of the Act.

*T 2.3.0*

# Chapter 2

## 2.3 INTERGOVERNMENTAL RELATIONS

### NATIONAL INTERGOVERNMENTAL STRUCTURES

**National Treasury:** Provides support for the preparation of annual financial statements, annual reports, SDBIP

**Department of Water and Sanitation:** Provide support for water services development plan

**COGTA:** Providing continuous support in IDP training, LGTAS, development of National Key Performance indicators for local government

**Department of Environmental Affairs:** Provides support for all environmental issues and tourism

**Department of Minerals and Energy:** Providing support on broad based socio-economic empowerment charter for South African Mining (Social Labour Plans).

T 2.3.1

### PROVINCIAL INTERGOVERNMENTAL STRUCTURE

Mamusa Local Municipality participates in the following Provincial intergovernmental Structures;

- ☐ Premier's Coordinating Council
- ☐ PMS Forum
- ☐ HR Practitioners' Forum
- ☐ SALGA Working Groups
- ☐ IDP Forums
- ☐ Records Management Forum

T 2.3.2

### RELATIONSHIPS WITH MUNICIPAL ENTITIES

Currently Council does not make use of any service provider(s) that render(s) a municipal service on behalf of Council and therefore no performance can be reported.

T 2.3.3

### DISTRICT INTERGOVERNMENTAL STRUCTURES

The Mamusa Local Municipality participate in the following District intergovernmental Structures:

- ☐ District PMS Forum
- ☐ District IDP Forum
- ☐ District CFO Forum
- ☐ District Municipal Managers Forum
- ☐ District Mayors Forum

T 2.3.4

# Chapter 2

## COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

### COMMENT ON THE EFFECTIVENESS OF THE PUBLIC MEETINGS HELD:

**Delete Directive note once comment is completed** – Set out the key benefits for the municipality and the public from the above-mentioned meetings.

T 2.4.3.1

Public participation is an institutionalised function in our municipality. Our communities have learned to appreciate the elaborative process which ensures that all interested residents are afforded ample opportunity to make meaningful contributions to policy development and planning for developments in the municipal jurisdiction.

The evolution of ward-based planning and the related establishments of ward committee system have elevated community participation to higher level in terms of legal provision and institutionalisation of the process. Mamusa local Municipality, through the office of the Mayor, liaise continuously with communities through ward committee members and other stakeholder forums.

In order to facilitate maximum participation by ward committee members, the municipality is providing stipends for each member. Ward committees are functioning pretty well in all 8 wards. Reports are received monthly and follow-ups made where necessary. Stakeholder forums with business community have also been established.

Inputs are regularly solicited these constituencies on a constant basis. Meetings are held as the need dictates. Otherwise, maximum participation takes place during annual IDP reviews and the tabling of annual budget.

MPAC is established in terms of section 79 of the Municipal Structures Act and performs an oversight function on behalf of Council and is not a duplication of other committees of Council, such as the Finance Committee or that of the Audit Committee.

MPAC will undertake and manage similar functions and responsibilities for municipalities, as undertaken by the Standing Committee on Public Accounts in the National and Provincial legislatures, except for certain powers regarding subpoena of individuals. In the case of any irregular expenditure or any fruitless and wasteful expenditure incurred by the municipalities or municipal entities, the MPAC will have the right to call upon the accounting officer of the municipality or the chairperson of the municipal entity's board of directors to appear before it to provide information or clarity.

The MPAC may engage directly with the public and consider public comments when received and will be entitled to request for documents or evidence from the Accounting officer of a municipality or municipal entity.

Section 129(4) of the MFMA further provides for the issuance of guidance on the manner in which municipal councils should consider annual reports and conduct public hearings, and the functioning and composition of any public accounts or oversight committees established by the council to assist it to consider an annual report.

T 2.4.0

## 2.4 PUBLIC MEETINGS

### COMMUNICATION, PARTICIPATION AND FORUMS

The municipality has good intentions to enhance communication and good practices of community engagements which are employed by the municipality to promote closer interactions with the people. Community engagements and participation is part of a bigger plan of the municipality and there is dedicated staff that is responsible for those community engagements together with councillors to promote participatory democracy and bringing government closer to the people. A brief example of public communication and participatory initiatives employed by our municipality are provided below;

#### 1. Public Communication and Participatory Initiatives

- At the beginning of the financial year the municipality approves the IDP/Budget process plan
- The office of the Mayor embarks on IDP/Budget Public Participation process – focus is on the Community Register of needs and account for the priorities and commitments made in the previous financial year
- The office of the Mayor liaises with other stakeholder formations on the IDP/Budgetary processes – establishment of IDP Forum – Representative Forum etc.

#### 2. Planning for the Public Meetings

- There is designated staff in the office of the Mayor to support and coordinate activities at the Ward level
- All meetings are held after normal working hours and over weekends unless so determined by extraordinary circumstances
- Community Structures which often participate in the process are political parties, NGO's, CBO's, government departments, Structures and interest parties
- Efficiency and Effectiveness of the Forums is enhanced through improved coordination, planning, mobilization, support, report and feedback

#### 3. Municipal Website

- The municipality has a technical problem with the website of the Municipality which the Communication unit is dealing with, but the Municipality makes use of social media to communicate important issues with the Community Currently the Municipality does not comply with Section 75

T 2.4.1

### WARD COMMITTEES

# Chapter 2

Ward committees are made up members of a particular ward who are chosen by residents of the ward to advise the ward councilor. Their function is to raise issues of concern about the local ward to the ward councilor and to make sure ward residents have a say in decisions, planning and projects that the council or municipality undertakes which have an impact on the ward.

The major issues that the ward committee has dealt with during the year are:

Service delivery related issues such as drain blockages, indigent registration, inputs on IDP process, housing related issues.

*T 2.4.2*

Public Meetings						
Nature and purpose of meeting	Date of events	Number of Participating Municipal Councilors	Number of Participating Municipal Administrators	Number of Community members attending	Issue addressed (Yes/No)	Dates and manner of feedback given to community
IDP Rep Forum Meeting	16 March 2018	11	7	88	Yes	Projects /Plans for 2018/19
IDP & Budget Consultation Meeting	11 May 2018	5	7	81	Yes	Inputs on IDP /Budget 2018/19
IDP & Budget Consultation Meeting	11 May 2018	5	7	73	Yes	Inputs on IDP /Budget 2018/19
IDP & Budget Consultation Meeting	15 May 2018	13	11	21	Yes	Inputs on IDP /Budget 2018/19
Adoption IDP &Budget 2018/19	30 May 2018	13	7	10	Yes	Inputs on IDP /Budget 2018/19

*T 2.4.3*

# Chapter 2

## 2.5 IDP PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 57 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes
* Section 26 Municipal Systems Act 2000	
T 2.5.1	

# Chapter 2

## COMPONENT D: CORPORATE GOVERNANCE

### OVERVIEW OF CORPORATE GOVERNANCE

Corporate governance is a link between all three spheres of government as enshrined in the constitution of the country. Inter-governmental relations are working relations between spheres of government for realization of a service delivery.

In terms of the mandate of each sphere per the constitution, the expectation is that spheres of government compliment each other. This is done for the purpose of best practice and service delivery.

*T 2.6.*

### 2.6 RISK MANAGEMENT

The Dr Ruth Segomotsi Mompati District Municipality is a shared services function and conducts risk functions for Mamusa Local Municipality

*T 2.7.1*

### 2.8 SUPPLY CHAIN MANAGEMENT

#### BACKGROUND

The provision of Section 62 (1) (c) (i) of the Municipal Finance Management Act (Act 56 of 2003) stipulates that the Accounting Officer (Municipal Manager) of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all responsible steps to ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control

#### ROLE OF RISK MANAGEMENT

Risk management forms a critical part of any institution's strategic management. It is the process whereby an institution methodically and intuitively addresses the risks attached to its activities with the goal of achieving sustained benefit within each activity and across the portfolio activities. Risk Management is therefore recognized as an integral part of sound organizational management and is being promoted internationally as good practice to both the public and private sectors.

#### TOP 5 INHERENT RISKS

Risk management is a function performed by the District Municipality and a comprehensive report is attached as part of the report

According to the above ratings, risks **1 to 5** are currently not being controlled at an acceptable level. This may mean that controls in place to mitigate the risks are inadequate. Mitigating actions should be implemented timeously.

## 2.7 ANTI-CORRUPTION AND FRAUD

### FRAUD AND ANTI-CORRUPTION STRATEGY

In terms of the Municipal Systems Act (MSA) Act 32 of 2000 Section 83 (c), if a municipality decides to provide a municipal service through service delivery agreement with a person referred to in section 80 (1) (b), it must select the service provider through selection processes which minimize the possibility of fraud and corruption.

Mamusa Local Municipality has the following strategies in place to prevent corruption, fraud and theft:

- Fraud Prevention Hotline administered by the Office of the Premier.
- Presidential Hotline on Fraud Prevention and Corruption, and Service delivery matters.
- Risk Management Policy.
- Internal Audit Unit (Shared Service) reviews the effectiveness of the systems of internal control, governance and risk management on a continuous basis.

### OVERVIEW SUPPLY CHAIN MANAGEMENT

*Note: MFMA section 110 - 119; SCM Regulations 2005; and relevant MFMA circulars set out required processes and guidance manuals to help ensure that SCM arrangements provide appropriate goods and services, offer best value for money and minimize the opportunities for fraud and corruption.*

*There was serious limitation of compliance with MFMA, Regulations and MFMA Circulars in the current year. This was due to lack of capacity in the SCM unit, also the position of SCM Manager was vacant for a long time, leading to lack of monitoring and oversight. What exacerbated non-compliance with prescribed legislations was due fire damage occurred in 2017 were the municipality lost valuable assets such as servers, electronic gadgets and financial records.*

*Training of Bid Committees members (Specification, Evaluation and Adjudication) remains a challenge and this may have led to non-compliance with various legislation.*

*Due to the seriousness of not complying with prescribed legislations, the municipality will fill the position of SCM Manager and request assistance from Provincial treasury for capacity building of SCM unit as well as Bid Committee members.*

The municipality has approved SCM policy that was adopted by Municipal Council. Although there was an attempt to comply with SCM regulations, lack of capacity both for SCM officials and Bid Committees led to most of non-compliance.



# Chapter 2

## 2.9 BY-LAWS

By-laws Introduced during Year 0					
Newly Developed	Revised	Public Participation Conducted Prior to Adoption of By-Laws (Yes/No)	Dates of Public Participation	By-Laws Gazetted* (Yes/No)	Date of Publication

\*Note: See MSA section 13. T 2.9.1

### COMMENT ON BY-LAWS:

*Note: MSA 2000 s11 (3) (m) provides municipal councils with the legislative authority to pass and implement by-laws for the betterment of the community within the terms of the legislation.*

There are no by laws currently, however the Municipality is working on creating by laws that will enhance the service delivery objective and constitutional mandate of the Municipality

T 2.9.1.1

# Chapter 2

## 2.10 WEBSITES

Municipal Website: Content and Currency of Material		
Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
Current annual and adjustments budgets and all budget-related documents	NO	
All current budget-related policies	NO	
The previous annual report (Year -1)	NO	
The annual report (Year 0) published/to be published	NO	
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (Year 0) and resulting scorecards	NO	
All service delivery agreements (Year 0)	NO	
All long-term borrowing contracts (Year 0)	NO	
All supply chain management contracts above a prescribed value (give value) for Year 0	NO	
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during Year 1	NO	
Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	NO	
Public-private partnership agreements referred to in section 120 made in Year 0	NO	
All quarterly reports tabled in the council in terms of section 52 (d) during Year 0	NO	
<i>Note: MFMA s75 sets out the information that a municipality must include in its website as detailed above. Municipalities are, of course encouraged to use their websites more extensively than this to keep their community and stakeholders abreast of service delivery arrangements and municipal developments.</i>		

T 2.10.1

### COMMENT MUNICIPAL WEBSITE CONTENT AND ACCESS:

The website currently has technical glitches whereby to access the Municipal website has technical issues. Due to financial constraints the Municipality owes the services, however the Municipality has been communicating with SITA to fix the problem

T 2.10.1.1

## 2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

### PUBLIC SATISFACATION LEVELS

The Municipality currently has no technique to measure public satisfaction, but intends to have a complaints desk which addresses complaints are being discussed

T 2.11.1

# Chapter 2

Satisfaction Surveys Undertaken during: Year -1 and Year 0				
Subject matter of survey	Survey method	Survey date	No. of people included in survey	Survey results indicating satisfaction or better (%)*
Overall satisfaction with:				
(a) Municipality				
(b) Municipal Service Delivery				
(c) Mayor				
Satisfaction with:				
(a) Refuse Collection				
(b) Road Maintenance				
(c) Electricity Supply				
(d) Water Supply				
(e) Information supplied by municipality to the public				
(f) Opportunities for consultation on municipal affairs				
* The percentage indicates the proportion of those surveyed that believed that relevant performance was at least satisfactory				T 2.11.2

Concerning T 2.11.2:

**Delete Note once table T 2.11.2 is complete** - It is not intended that municipalities should necessarily commission new surveys to complete the above table (T 2.11.2). This material should be obtained from existing surveys undertaken during year -1 and year 0 and by analyzing complaints and other service feedback. The services specified in the table (a. Refuse; b. Road Maintenance; c. Electricity; d. Water) are provided for illustration only. Although they are key services and should be included if data is available, other services should be included too where data exists. Where future questionnaires are planned then municipalities should have regard to national priorities; demographic variations; and poverty.

T 2.11.2.1

## COMMENT ON SATISFACTION LEVELS:

**Delete Directive note once comment is completed** – Indicate the efforts that were made to improve satisfaction levels and to communicate successfully with the public on key issues of service delivery. It is not intended that municipalities should commission new surveys to complete the above table (T2.11.2). This material should be obtained from existing survey undertaken during year -1 and year 0 and by analyzing complaints and other service feedback. The services specified in the table (a. Refuse; b. Road Maintenance; c. Electricity; d. Water) are provided for illustration only. Although they are key services and should be included if data is available, other services should be included too where data exists.

T 2.11.2.2

# Chapter 3

## CHAPTER 3 – SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)

### INTRODUCTION TO BASIC SERVICE

#### Infrastructure Directorate:

In our quest to improve service delivery, economic development and job opportunities for all, Mamusa Local Municipality embarked on the following:

1. Construction of routes in Ipelegeng,
2. Refurbishment of Schweizer Reneke Electricity Network.
3. Construction of new high mast lights
4. Blading of streets.
- 5 Patching of potholes with asphalt
6. Regular maintenance of the street and high mast lights

According to Statistics of South Africa, in 2011, 85% of our households had access to water through pipe-water inside the yard and community stands. The District Municipality (WSA) has successfully implemented a project for augmentation of bulk water supply project whose purpose is to observe basic rights of the community, rights to access to clean water, creation of job opportunities and transferring of skills, as well as Upgrading of Sewer Infrastructure in Schweizer Reneke and Ipelegeng

*T 3.0.1*

# Chapter 3

## COMPONENT A: BASIC SERVICES

This component includes: water; waste water (sanitation); electricity; waste management; and housing services; and a summary of free basic services.

### INTRODUCTION TO BASIC SERVICES

Basics services within the local municipality fall under the infrastructure directorate. The basic services provided are Electricity, Water and Sanitation, Roads and Storm water management.

The functions of the electricity department are to implement electrification projects, upgrading of dilapidated electricity infrastructure network, reduction of electricity losses and improve quality of supply the challenges faced by the electricity section are copper theft, vandalism of the infrastructure, by-passing of meters, insufficient budget and insufficient manpower. Priorities for the electrical section include minimizing electricity losses, as well as reducing copper theft and regular maintenance of the existing infrastructure.

The objective of the Water and Sanitation function are to provide affordable, efficient, effective and on-going water and sanitation services which are sustainable. Priorities for this function include water provision for informal settlement, ensuring that the quality of potable water provided to the Mamusa Local Municipality residents is of an acceptable standard, reduction of water losses, implementation of water conservation and water and sanitation infrastructure. Challenges faced in rendering this services are ageing water and sewer infrastructure, increasing demand for water by rapid development of new settlements, drying of the dam and water levels of boreholes dropping, and insufficient budget for capital projects.

*T 3.1.0*

# Chapter 3

## 3.1. WATER PROVISION

### INTRODUCTION TO WATER PROVISION

*Note: Recent legislation includes the Water Services Act 1997 and the General Enabling Act 2005*

The constitution of the Republic of South Africa assigns the responsibility of ensuring access to water services to Local Government. Furthermore, the Water Services Act entrust the local municipality with provision of affordable, efficient, effective on-going water services which is sustainable.

The Technical Services Department within the Mamusa Local Municipality is tasked and responsible for portable drinking water distribution, wastewater collection and treatment, water quality management, water and sewer infrastructure maintenance and upgrade as well as water conservation and demand management.

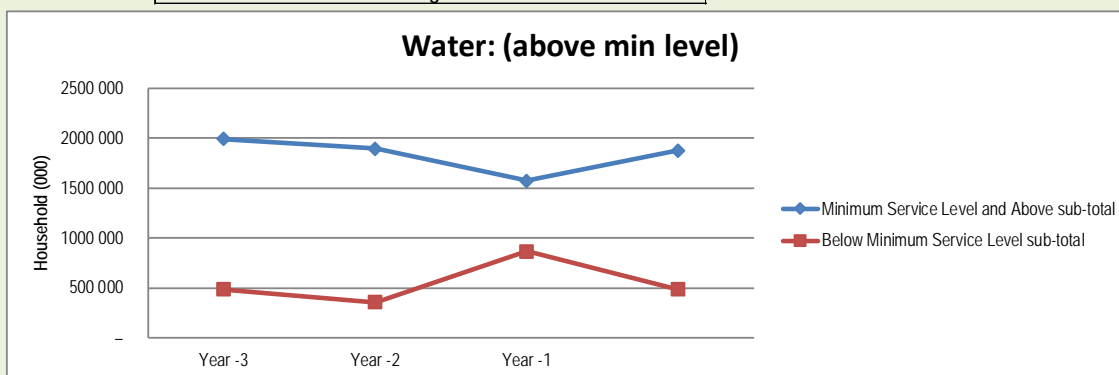
T 3.1.1

### Total Use of Water by Sector (cubic meters)

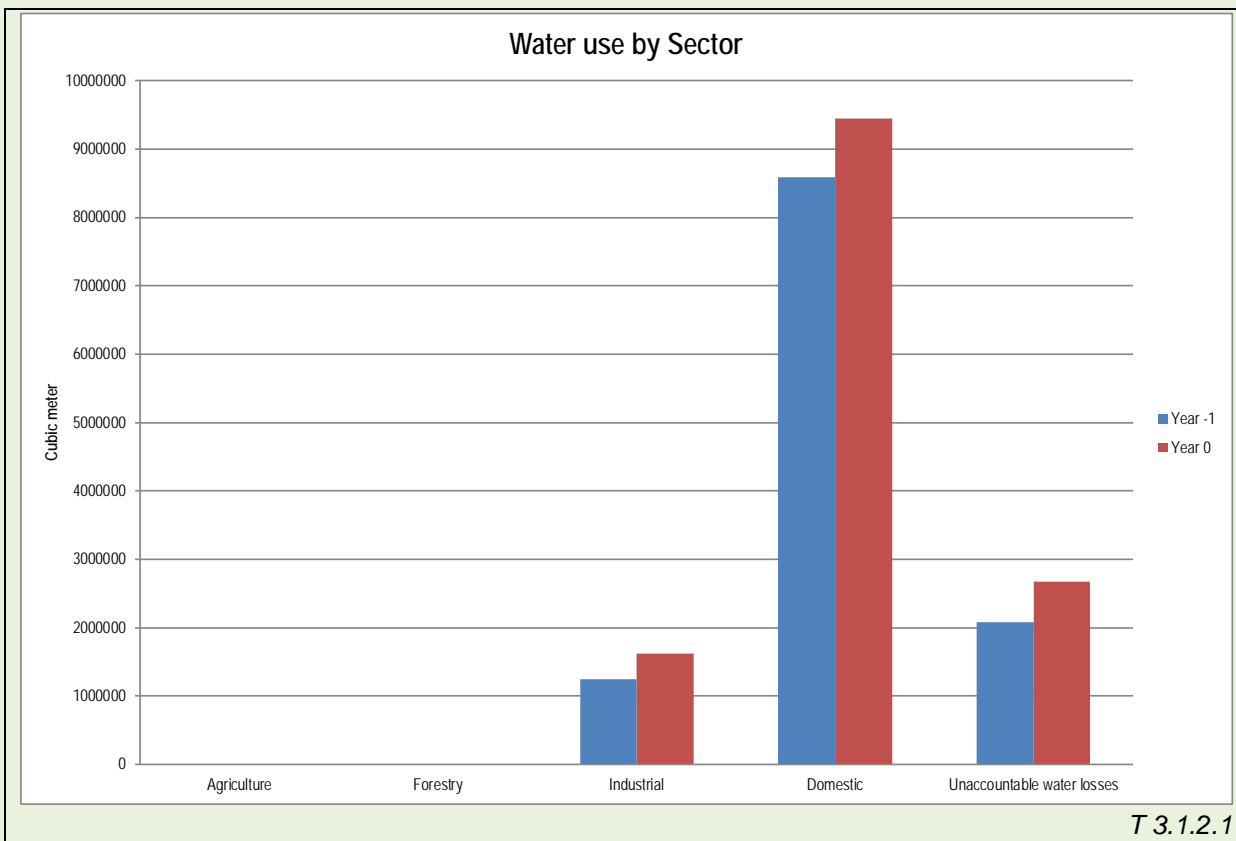
	Agriculture	Forestry	Industrial	Domestic	Unaccountable water losses
2015-2016	0	0	1241859	7729582	1501271
2016-2017	0	0	1379843	8588424	2085761
2017- 2018	0	0	1617827	9447266	2670251

T 3.1.2

Data for household service targets is sourced from table A10



# Chapter 3



## COMMENT ON WATER USE BY SECTOR:

In the current year the highest volume of water use was used for domestic purposes, and industrial users as second highest. However this trend is different from preceding years due to shortage of water in Wenztel dam which is our main water source

*T 3.1.2.2*

# Chapter 3

Water Service Delivery Levels				
Description	Year -3	Year -2	Year -1	Households Year 0
	Actual	Actual	Actual	Actual
	No.	No.	No.	No.
<b><u>Water: (above min level)</u></b>				
Piped water inside dwelling	11111	11311	11311	846
Piped water inside yard (but not in dwelling)	2896	2896	3096	486
Using public tap (within 200m from dwelling )	1000	800	1900	546
Other water supply (within 200m)				
<i>Minimum Service Level and Above sub-total</i>	15007	14807	16307	1879
<i>Minimum Service Level and Above Percentage</i>	91%	90%	90%	79%
<b><u>Water: (below min level)</u></b>				
Using public tap (more than 200m from dwelling)	800	1100	1100	
Other water supply (more than 200m from dwelling)	0	0	0	486
No water supply	619	619	619	
<i>Below Minimum Service Level sub-total</i>	1	2	2	486
<i>Below Minimum Service Level Percentage</i>	9%	10%	10%	21%
<b>Total number of households*</b>	<b>14712</b>	<b>16726</b>	<b>18026</b>	<b>2 365</b>
* - To include informal settlements				T 3.1.3

Households - Water Service Delivery Levels below the minimum						
Description	Year -3	Year -2	Year -1	Households Year 0		
	Actual	Actual	Actual	Original Budget	Adjusted Budget	Actual
	No.	No.	No.	No.	No.	No.
<b>Formal Settlements</b>						
Total households				8 000	8 000	8 000
Households below minimum service level				1000	1000	1000
Proportion of households below minimum service level				12.0%	12.0%	12.0%
<b>Informal Settlements</b>						
Total households				600	600	600
Households ts below minimum service level				50	50	50
Proportion of households ts below minimum service level				9%	9%	9%
						T 3.1.4



# Chapter 3

Access to Water			
	Proportion of households with access to water points*	Proportion of households with access to piped water	Proportion of households receiving 6 kl free#
Year -2			
Year -1	17423	17423	8017
Year 0	32000	25000	7000
			T 3.1.5

\* Means access to 25 liters of potable water per day supplied within 200m of a household and with a minimum flow of 10 liters per minute

# 6,000 liters of potable water supplied per formal connection per month

T 3.1.5

# Chapter 3

Water Service Policy Objectives Taken From IDP									
Service Objectives  <i>Service Indicators</i>  (i)	Outline Service Targets  (ii)	Year -1		Year 0			Year 1	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective xxx									
Households without minimum water supply	Additional Households provided with minimum water supply during the year (Number of households (HHs) without supply at year end)	xxxxxxxx additional HHs (xxxxxx HHs outstanding)	xxxxxxxx additional HHs (xxxxxx HHs outstanding)	xxxxxxxx additional HHs (xxxxxx HHs outstanding)	xxxxxxxx additional HHs (xxxxxx HHs outstanding)	xxxxxxxx additional HHs (xxxxxx HHs outstanding)	xxxxxxxx additional HHs (xxxxxx HHs outstanding)	xxxxxxxx additional HHs (xxxxxx HHs outstanding)	xxxxxxxx additional HHs (xxxxxx HHs outstanding)
Improve reliability of water supply	Reduce the number of interruptions (Ints) in supply of one hour or more compared to the baseline of Year -1 (xxx interruptions of one hour or more during the yr)	T0% (xxxxxx Ints)	A0% (xxxxxx Ints)	T1% (xxxxxx Ints)	T1% (xxxxxx Ints)	A1% (xxxxxx Ints)	T2% (xxxxxx Ints)	T5% (xxxxxx Ints)	T5% (xxxxxx Ints)
Improve water conservation	Reduce unaccountable water levels compared to the baseline of Year -1 (xxx kilolitres (KLs) unaccounted for during the yr)	T0% (xxxxxx KLs)	A0% (xxxxxx KLs)	T1% (xxxxxx KLs)	T1% (xxxxxx KLs)	A1% (xxxxxx KLs)	T2% (xxxxxx KLs)	T5% (xxxxxx KLs)	T5% (xxxxxx KLs)
Note: This statement should include no more than the top four priority service objectives, including milestones that relate to the blue water drop status as set out by the Water Affairs department. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; "Current Year" refers to the targets set in the Year 0 Budget/IDP round. "Following Year" refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.									
T 3.1.6									

T 3.1.6

# Chapter 3

Financial Performance Year 0: Water Services					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to B
Total Operational Revenue					#DIV/0!
Expenditure:					
Employees	6 415 012,76	4 204 249,00	4 204 249,00	6 484 039,46	35%
Repairs and Maintenance					#DIV/0!
Other					#DIV/0!
Total Operational Expenditure	6415013	4204249	4204249	6484039	35%
Net Operational Expenditure	6415013	4204249	4204249	6484039	35%
<i>Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.</i>					
					T 3.1.8

Capital Expenditure Year 0: Water Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All					
Project A					
Project B					
Project C					
Project D					
<i>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.</i>					
					T 3.1.9

# Chapter 3

## COMMENT ON WATER SERVICES PERFORMANCE OVERALL:

During the 2017/18 financial year the Municipality through its Technical Services Department managed to provide water services above minimum service level of 75% of households and sanitation above minimum service level of 75% of the total households. The department has also increased access to basic water services to informal settlements within the jurisdiction of the municipality.

*T 3.1.10*

## 3.2 WASTE WATER (SANITATION) PROVISION

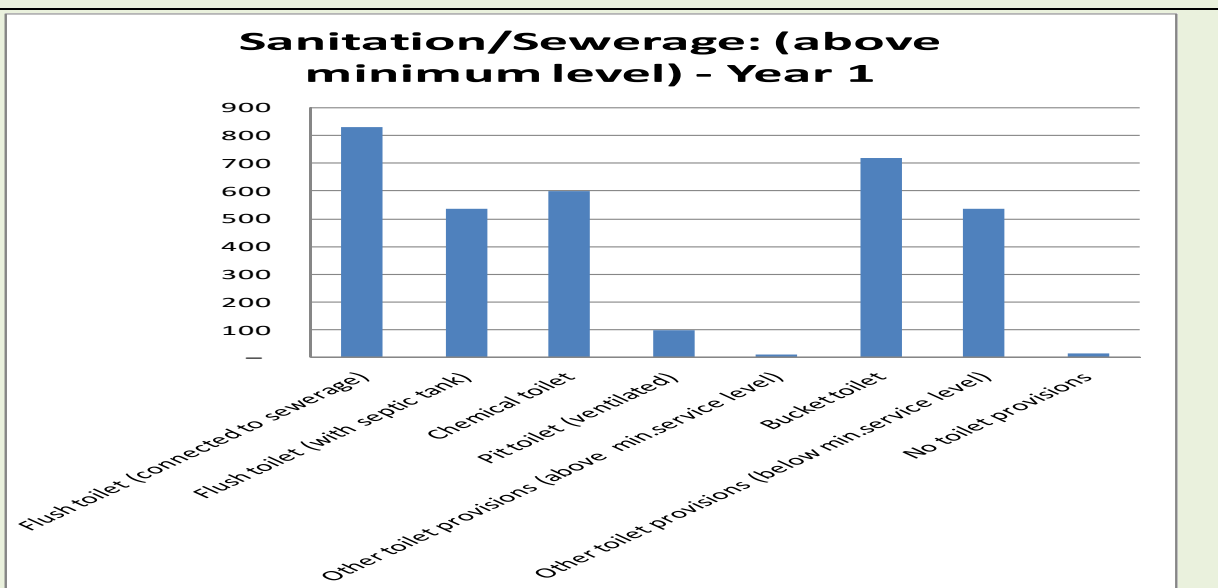
### INTRODUCTION TO SANITATION PROVISION

The Mamusa Local Municipality policies provide for waterborne (full) sanitation services to all formal settlements. However, the policies are not explicit on the level of sanitation service to be provided in informal settlements.

The municipality is currently providing sanitation services (VIP toilets) in Amalia/Molatswaneng; Glaudina; Migdol and Nooitgedacht. Farmers/Agricultural Holdings are responsible for providing their own sanitation services. This is due to the fact that the Municipality's bulk infrastructure does not reach the above mentioned areas.

*T 3.2.1*

# Chapter 3



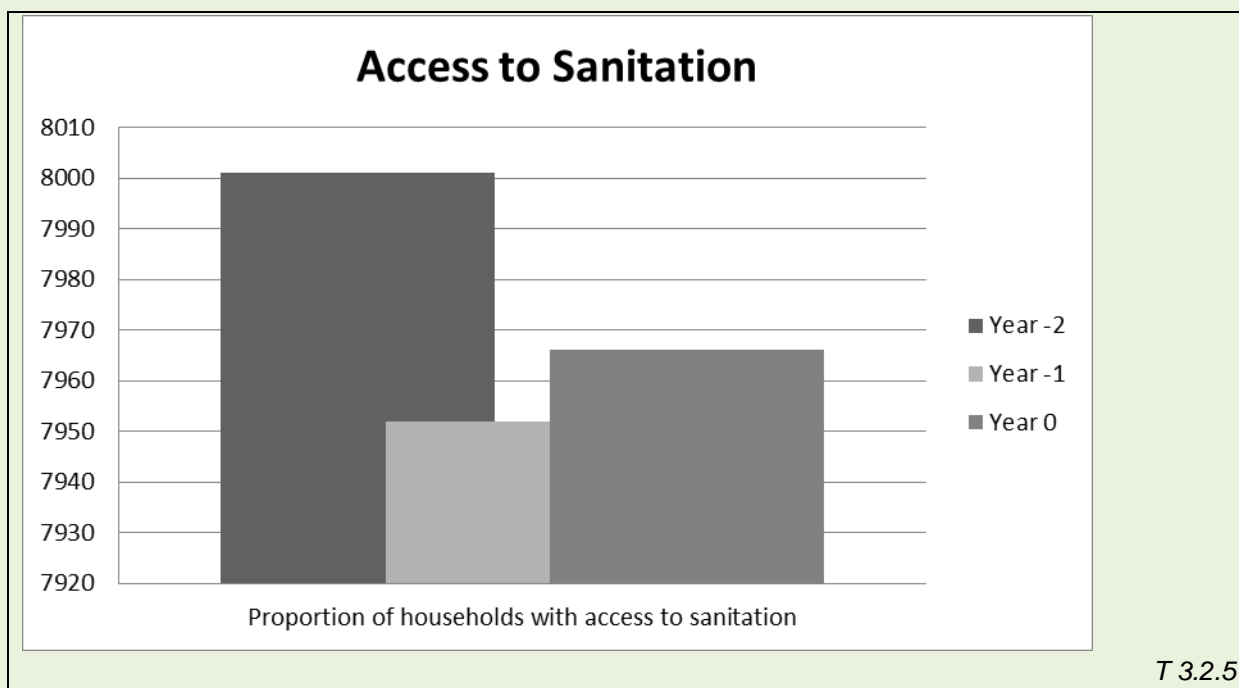
T 3.2.2

Sanitation Service Delivery Levels				
Description	*Households			
	Year -3	Year -2	Year -1	Year 0
	Outcome No.	Outcome No.	Outcome No.	Actual No.
<b><u>Sanitation/sewerage: (above minimum level)</u></b>				
Flush toilet (connected to sewerage)	7807,00	8001,00	7952,00	7966,00
Flush toilet (with septic tank)	658,00	8001,00	7952,00	7966,00
Chemical toilet				
Pit toilet (ventilated)	1652,00	1652,00	1652,00	1652,00
Other toilet provisions (above min.service level)	88,00	88,00	88,00	88,00
Minimum Service Level and Above sub-total				
Minimum Service Level and Above Percentage				
<b><u>Sanitation/sewerage: (below minimum level)</u></b>				
Bucket toilet	88,00	88,00	88,00	88,00
Other toilet provisions (below min.service level)				
No toilet provisions				
Below Minimum Service Level sub-total				
Below Minimum Service Level Percentage	%			
<b>Total households</b>	<b>14625,00</b>	<b>14625,00</b>	<b>14625,00</b>	<b>14625,00</b>
<b>*Total number of households including informal settlements</b>				<b>T 3.2.3</b>

## Households - Sanitation Service Delivery Levels below the minimum

# Chapter 3

Description	Households					
	Year -3	Year -2	Year -1	Year 0		
	Actual No.	Actual No.	Actual No.	Original Budget No.	Adjusted Budget No.	Actual No.
<b>Formal Settlements</b>						
Total households	14625,00	14625,00	14625,00	14625,00	14625,00	14625,00
Households below minimum service level	7807,00	8001,00	7952,00	7966,00	7966,00	7966,00
Proportion of households below minimum service level	53%	55%	54%	54%	54%	54%
<b>Informal Settlements</b>						
Total households						
Households to below minimum service level						
Proportion of households to below minimum service level						
T 3.2.4						



# Chapter 3

[illegible]

# Chapter 3

Employees: Sanitation Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	2	3	2	1	33%
7 - 9	0	0	0	0	#DIV/0!
10 - 12	11	11	11	0	0%
13 - 15	14	14	14	0	0%
16 - 18	0	0	0	0	#DIV/0!
19 - 20	0	0	0	0	#DIV/0!
Total	28	29	28	1	3%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. \*Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.  
T 3.2.7

Financial Performance Year 0: Sanitation Services					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance
Total Operational Revenue					#
Expenditure:					
Employees	4 792 652,90	4 148 205,00	4 148 205,00	4 781 199,18	
Repairs and Maintenance					#
Other					#
Total Operational Expenditure					#
Net Operational Expenditure	0	0	0	0	#

Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.



# Chapter 3

Capital Expenditure Year 0: Sanitation Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All					
Project A					
Project B					
Project C					
Project D					
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					

T 3.2.9

COMMENT ON SANITATION SERVICES PERFORMANCE OVERALL:  
There were no capital projects for the financial year 2017/18 financial year

T 3.2.10

# Chapter 3

## 3.3 ELECTRICITY

### INTRODUCTION TO ELECTRICITY

*Note: Recent legislation includes the Electricity Amendment Acts 1989; 1994; 1995; and the Electricity Regulation Act 2006.*

**MAIN OBJECTIVE:** The Electricity Section within directive infrastructure is responsible for the provision of quality and sustainable electrical services to all customers within the Mamusa Local Municipality electrical distribution area. Mamusa Local Municipality is supplied with electricity by Eskom via 1 main substation on the 11Kv networks.

**FORMAL HOUSES:** Mamusa Local Municipality supplies electricity to approximately 1,500 domestic consumers in the Schweizer Reneke town; neighbouring farms; SABC tower; industrials and Charon. All formal houses are connected to grid. The only backlog within the Mamusa Local Municipality electrical distribution is to do lot of refurbishment on our aged network.

#### **THE ELECTRICAL DEPARTMENT OF MAMUSA LOCAL MUNICIPALITY IS GUIDED BY THE FOLLOWING ACT/STANDARD.**

Electrical Regulation Act. 4 of 2006.  
Eskom Standards.  
National Energy Regulator Regulations.  
Electrical By-Laws.  
Municipal Finance Act.  
Occupational Health and Safety Act. (Act. 85 of 1993)

#### Challenges

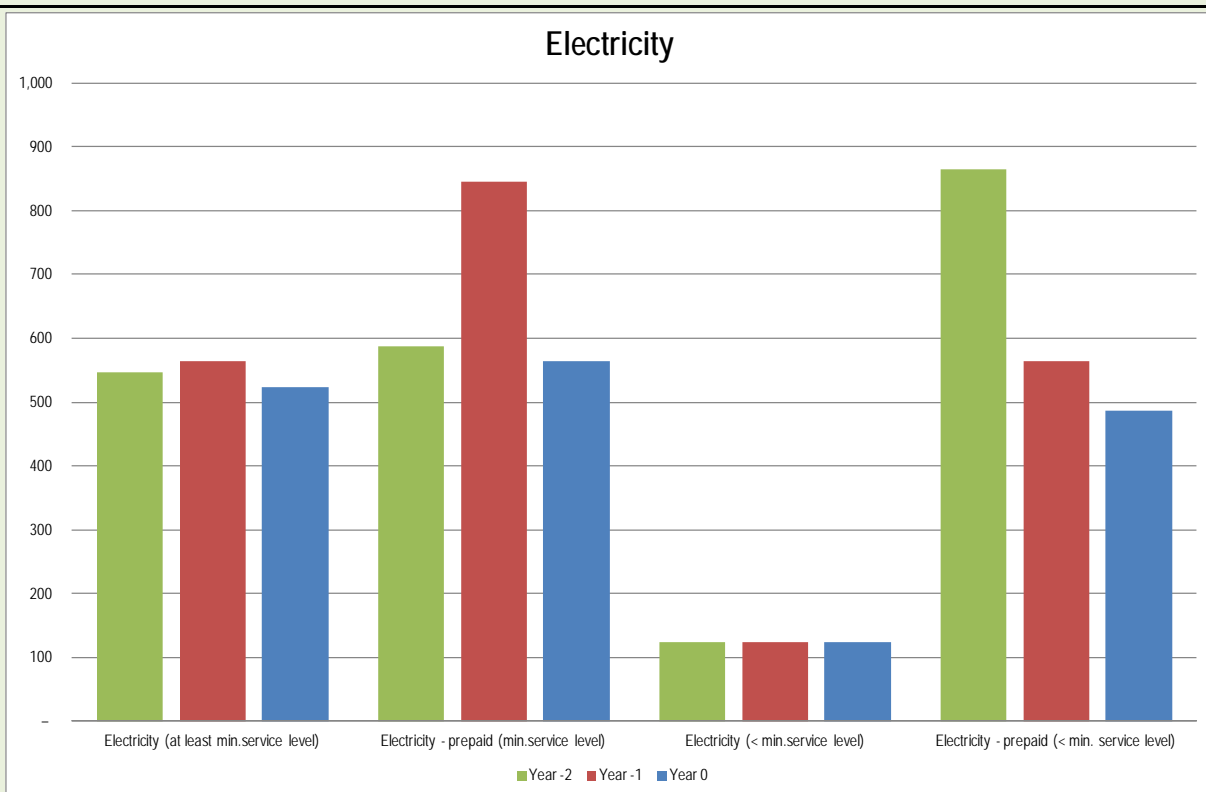
The Electrical Section is sub-divided into the following functional sub-units namely: Planning Office; Operational Services test department and metering section.  
Aged infrastructure;  
Non-compliance of NERSA requirements in terms of license agreement;  
High electrical losses;  
Abnormal loads – damaging poles;  
Vandalism of electrical assets and networks;  
Weather (severe winds and lighting) – Damaging poles;  
Theft of copper and transformers.

#### Achievements

Successful implementation of preventative maintenance programs;  
Successful implementation of pre-paid meter installations;  
Successful installation of 7 high mast lights in Ipelegeng; Nooitgedacht and Migdol  
Reducing backlogs on street and high mast lights complaints; and  
Successful completion of Refurbishment of the Schweizer Reneke Electricity network

# Chapter 3

T 3.3.1



T 3.3.2

## Electricity Service Delivery Levels

### Households

Description	Year -3	Year -2	Year -1	Year 0
	Actual No.	Actual No.	Actual No.	Actual No.
<i>Energy:</i> (above minimum level)				
Electricity (at least min.service level)		547	565	683
Electricity - prepaid (min.service level)		587	846	854
<i>Minimum Service Level and Above sub-total</i>		1 134	1 410 511	1 537
<i>Minimum Service Level and Above Percentage</i>		52,8%	66,3%	64,7%
<i>Energy:</i> (below minimum level)				
Electricity (< min.service level)		123	124	128
Electricity - prepaid (< min. service level)		865	565	683
Other energy sources		26	28	28
<i>Below Minimum Service Level sub-total</i>		1 014	717	839
<i>Below Minimum Service Level Percentage</i>	#DIV/0!	47,2%	33,7%	35,3%
Total number of households	–	2 147	2 127	2

T 3.3.3

# Chapter 3

Households - Electricity Service Delivery Levels below the minimum						
Description	Year -3	Year -2	Year -1	Year 0		
	Actual	Actual	Actual	Original	Adjusted	Actual
	No.	No.	No.	Budget	Budget	No.
<b>Formal Settlements</b>						
Total households	2	2	0	200	0	200
Households below minimum service level	0	0	0	20	0	20
Proportion of households below minimum service level	0%	0%	0%			
<b>Informal Settlements</b>						
Total households						
level						
Proportion of households ts below minimum service level						
						T 3.3.4

# Chapter 3

<b>Electricity Service Policy Objectives Taken From IDP</b>									
<b>Service Objectives</b>	<b>Outline Service Targets</b>	<b>Year -1</b>		<b>Year 0</b>			<b>Year 1</b>	<b>Year 3</b>	
<i>Service Indicators</i>		<b>Target</b>	<b>Actual</b>	<b>Target</b>		<b>Actual</b>	<b>Target</b>		
(i)	(ii)	*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective xxx									
<i>Provision of minimum supply of electricity</i>	Additional households (HHs) provided with minimum supply during the year (Number of HHs below minimum supply level)	xxxxxx additional HHs (xxxxxx HHs below minimum)	xxxxxx additional HHs (xxxxxx HHs below minimum)	xxxxxx additional HHs (xxxxxx HHs below minimum)	xxxxxx additional HHs (xxxxxx HHs below minimum)	xxxxxx additional HHs (xxxxxx HHs below minimum)	xxxxxx additional HHs (xxxxxx HHs below minimum)	xxxxxx additional HHs (xxxxxx HHs below minimum)	xxxxxx additional HHs (xxxxxx HHs below minimum)

Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are ‘universal municipal indicators’. \* ‘Previous Year’ refers to the targets that were set in the Year -1 Budget/IDP round; “Current Year” refers to the targets set in the Year 0 Budget/IDP round. “Following Year” refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.

T 3.3.5

# Chapter 3

# Chapter 3

Employees: Electricity Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	1	1	1	0	0%
7 - 9	0	0	0	0	#DIV/0!
10 - 12	5	5	5	0	0%
13 - 15	2	2	0	0	0%
16 - 18	0	0	0	0	#DIV/0!
19 - 20	0	0	0	0	#DIV/0!
Total	9	9	7	0	0%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. \*Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.

T 3.3.6

Financial Performance Year 0: Electricity Services					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue					
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational Expenditure					
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					T 3.3.7

## COMMENT ON ELECTRICITY SERVICES PERFORMANCE OVERALL:

**Delete Directive note once comment is completed** – Explain the priority of the four largest capital projects and explain variances from budget for operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the performance on agreements reached with ESKOM if not already covered. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.3.9

## 3.4 WASTE MANAGEMENT (THIS SECTION TO INCLUDE: REFUSE COLLECTIONS, WASTE DISPOSAL, STREET CLEANING AND RECYCLING)

# Chapter 3

## INTRODUCTION TO WASTE MANAGEMENT

The Municipality as per its mandate in section 152 of the constitution of the Republic of South Africa, 1996 has to provide a safe and healthy environment.

In terms of the powers and functions the solid waste management is the responsibility of the District Municipality. The landfill site falls directly under Dr. Ruth Segomotsi Mompati. It should also be noted that there is no Service Level Agreement for the function despite the continued attempt by the municipality to have one signed. Dr R.S Mompati District Municipality had resolved that the powers and functions be transferred to local Municipalities and the awaiting the MEC approval.

The municipality is consistently providing the refuse removal service to 19000 households in all wards except on the rural areas and farms. The removal of the refuse in business premises is going on unhindered. The municipality is also making sure that the town is cleaned by street sweepers on daily basis. The Draft By-Law on Waste Management is in place and will be taken to Council, public participation and gazetting in the 2017-2018 Financial Year. The Integrated Waste Management has been adopted by Council for all Local Municipalities that fall under Dr.R.S Mompati District Municipality.

One of the municipality's challenge is the condition of the vehicles used to collect refuse. The municipality is still using the old tractors and trailers that are more than 10 years old to collect refuse. These tractors are not meant to collect refuse as they are stopping from house to house damaging their clutch plates more frequently. The municipality is operating with only one refuse compactor truck.

In the financial year under review and previous years the municipality does have data of waste disposed at the Landfill site and being reported on monthly basis with South African Waste Information Centre and recycling of waste is not being weigh because of Weigh Bridge is not installed at Landfill site.

*T 3.4.1*



# Chapter 3

Solid Waste Service Delivery Levels				
Description	2014-2015	2015-2016	2016-2017	Households 2017-2018
	Actual No.	Actual No.	Actual No.	Actual No.
<b><u>Solid Waste Removal:</u> (Minimum level)</b>				
Removed at least once a week	14695	17962	17962	19000
<i>Minimum Service Level and Above sub-total</i>	14695	17962	17962	19000
<i>Minimum Service Level and Above percentage</i>	100.0%	100.0%	100.0%	100.0%
<b><u>Solid Waste Removal:</u> (Below minimum level)</b>				
Removed less frequently than once a week	–	–	–	–
Using communal refuse dump	–	–	–	–
Using own refuse dump	–	–	–	–
Other rubbish disposal	–	–	–	–
No rubbish disposal	–	–	–	–
<i>Below Minimum Service Level sub-total</i>	–	–	–	–
<i>Below Minimum Service Level percentage</i>	0.0%	0.0%	0.0%	0.0%
<b>Total number of households</b>	<b>14695</b>	<b>17962</b>	<b>17962</b>	<b>19000</b>

T 3.4.2

Households - Solid Waste Service Delivery Levels below the minimum						
Description	2014-2015	2015-2016	2016-2017	Households 2017-2018		
	Actual No.	Actual No.	Actual No.	Original Budget No.	Adjusted Budget No.	Actual No.
<b>Formal Settlements</b>						
Total households	14695	17962	17962	19000	19000	19000
Households below minimum service level	1093	1093	2200	2200	2200	2200
Proportion of households below minimum service level	7%	6%	12%	12%	12%	12%
<b>Informal Settlements</b>						
Total households	0	0	0	0	0	0
Households ts below minimum service level	0	0	0	0	0	0
Proportion of households ts below minimum service level	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

T 3.4.3

# Chapter 3

Waste Management Service Policy Objectives Taken From IDP						
Service Objectives  <div>Service Indicators</div> (i)	Outline Service Targets  (ii)	2016-2017		2017-2018		
		Target	Actual	Target		Actual
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)
Service Objective xxx						
Provision of weekly collection service per household (HH)	Number of households provided with refuse removal services	19000	19000 (Removal of 1 refuse bin per household once a week)	19000 (Removal of 1 refuse bin per household once a week)	19000	19286
Future capacity of existing and earmarked (approved use and in council possession) waste disposal sites	Developed business plan for the cost of rehabilitating waste disposal site		None		Business plan for the cost of rehabilitating waste disposal sites developed	Business plan in place
Proportion of waste that is recycled	Volumes of waste recycled as a percentage of total volume of waste disposed of at landfill sites.	None	None	None	None	None
Proportion of landfill sites in compliance with the Enviromental Conservation Act 1989.	x% of landfill sites by volume that are being managed in compliance with the Enviromental Conservation Act 1989.	10% of sites compliant	10% of sites compliant	10% of sites compliant	10% of sites compliant	10% of sites compliant
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; **Current Year' refers to the targets set in the Year 0 Budget/IDP round. *Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.						

# Chapter 3

Employees: Solid Waste Magement Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	#DIV/0!
4 - 6	1	1	1	0	0%
7 - 9	0	0	0	0	#DIV/0!
10 - 12	3	8	3	5	63%
13 - 15	30	40	30	10	25%
16 - 18	0	0	0	0	#DIV/0!
19 - 20	0	0	0	0	#DIV/0!
Total	34	49	34	15	31%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. \*Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.

T3.4.5

Employees: Waste Disposal and Other Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	#DIV/0!
4 - 6	0	0	0	0	#DIV/0!
7 - 9	0	0	0	0	#DIV/0!
10 - 12	3	4	3	1	25%
13 - 15	0	0	0	0	#DIV/0!
16 - 18	0	0	0	0	#DIV/0!
19 - 20	0	0	0	0	#DIV/0!
Total	3	4	3	1	25%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. \*Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.

T3.4.6

# Chapter 3

Financial Performance Year 0: Solid Waste Management Services					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue					
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational Expenditure					
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					T 3.4.7

Financial Performance Year 0: Waste Disposal and Other Services					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue					
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational Expenditure					
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					T 3.4.8

Capital Expenditure 2017-2018: Waste Management Services					
Capital Projects	2017-2018				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	0	0	0	0%	
Project A	0	0	0	0%	0
Project B	0	0	0	0%	0
Project C	0	0	0	0%	0
Project D	0	0	0	0%	0
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.4.9

# Chapter 3

## COMMENT ON WASTE MANGEMENT SERVICE PERFORMANCE OVERALL:

The Municipality did not have any Capital Project on Waste Management Service during the Financial Year under review.

*T 3.4.10*

### 3.5 HOUSING

#### INTRODUCTION TO HOUSING

**HOUSING IS NOT THE MUNICIPALITY'S FUNCTION BUT OF THE PROVINCIAL DEPARTMENT OF HUMAN SETTLEMENT AND HOUSING**

*T 3.5.1*

Percentage of households with access to basic housing			
Year end	Total households (including in formal and informal settlements)	Households in formal settlements	Percentage of HHs in formal settlements
2014-2015	14695	13522	92.0%
2015-2016	17962	13392	74.6%
2016-2017	17962	15095	84.0%
2017-2018	19000	16390	86.3%
<i>T 3.5.2</i>			

# Chapter 3

Housing Service Policy Objectives Taken From IDP							
Service Objectives	Outline Service Targets	2015-2016		2016-2017		2017-2018	
		Target	Actual	Target		Actual	Target
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)
(i)	(ii)						
Service Objective xxx							
Provision for housing for all households	Additional houses provided during the year (Houses required at year end)	3000 additional houses (3000 houses required)	1100 additional houses (3000 houses required)	1000 additional houses (3000 houses required)	1000 additional houses (3000 houses required)	600 additional houses (3000 houses required)	1000 additional houses (2400 houses required)
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; * 'Current Year' refers to the targets set in the Year 0 Budget/IDP round. * 'Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by							

# Chapter 3

Employees: Housing Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	0	1	100%
4 - 6	1	2	1	1	50%
7 - 9	1	1	0	1	100%
10 - 12	0	0	0	0	#DIV/0!
13 - 15	0	0	0	0	#DIV/0!
16 - 18	0	0	0	0	#DIV/0!
19 - 20	0	0	0	0	#DIV/0!
Total	3	4	1	3	75%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. \*Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.

T 3.5.4

Financial Performance Year 0: Housing Services					R'000
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue					
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational Expenditure					

Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.

T 3.5.5

# Chapter 3

Capital Expenditure Year 0: Housing Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All					
Project A					
Project B					
Project C					
Project D					
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.5.6

COMMENT ON THE PERFORMANCE OF THE HOUSING SERVICE OVERALL:

**Housing function is mostly done by the Department of Housing, the Municipality only submits housing needs**

T 3.5.7

## 3.6 FREE BASIC SERVICES AND INDIGENT SUPPORT

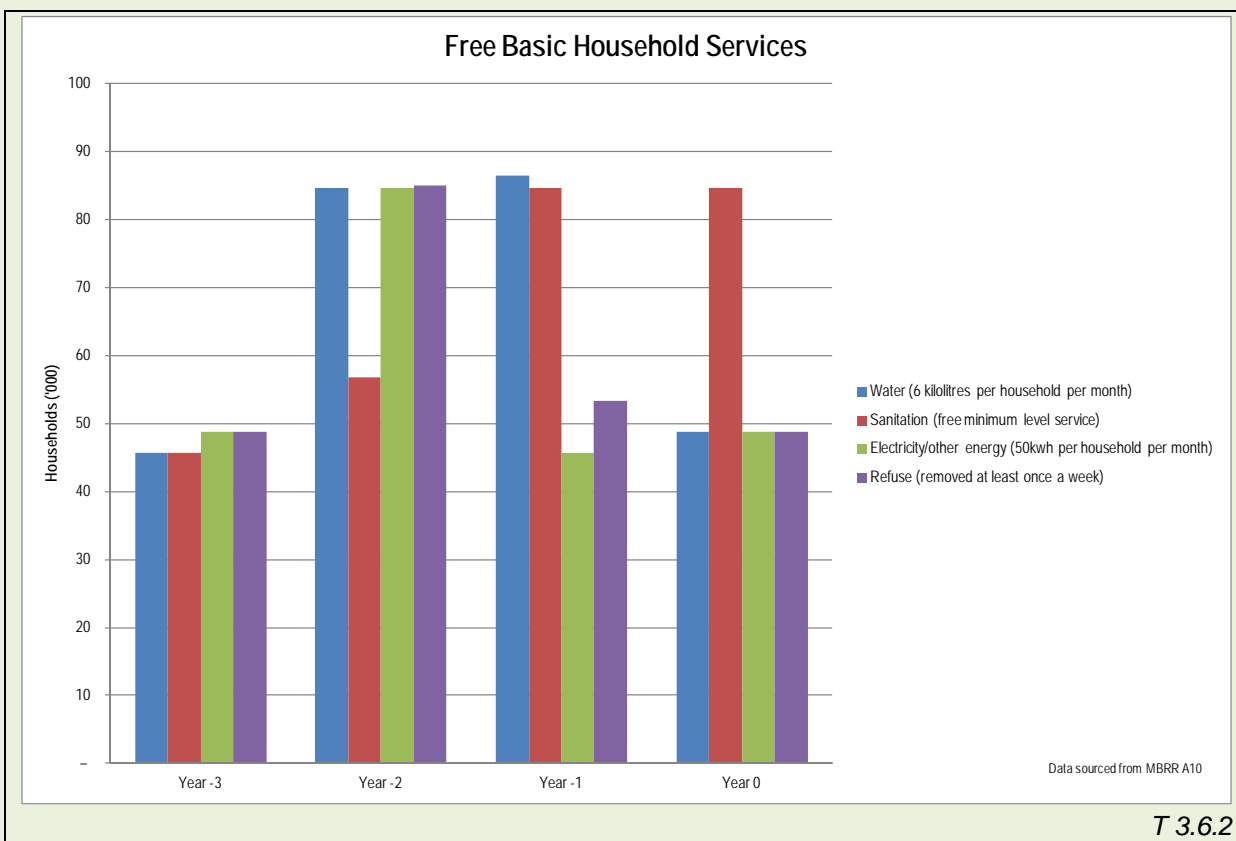
### INTRODUCTION TO FREE BASIC SERVICES AND INDIGENT SUPPORT

**Delete Directive note once comment is complete** – Provide brief introductory comments on the progress being made to achieve Free Basic Services and summarise your municipality's policies towards indigent support.

T 3.6.1



# Chapter 3



Free Basic Services To Low Income Households										
	Number of households									
	Total	Households earning less than R1,100 per month								
			Free Basic Water		Free Basic Sanitation		Free Basic Electricity		Free Basic Refuse	
		Total	Access	%	Access	%	Access	%	Access	%
Year -2	1 780	10 625	1 780	17%	1 780	17%	1 780	17%	1 780	17%
Year -1	1 141	10 625	1 141	11%	1 141	11%	1 141	11%	1 141	11%
Year 0	1 074	10 625	1 074	10%	1 074	10%	1 074	10%	1 074	10%
T 3.6.3										

Financial Performance Year 0: Cost to Municipality of Free Basic Services Delivered					
Services Delivered	Year -1	Year 0			
	Actual	Budget	Adjustment Budget	Actual	Variance to Budget
Water					
Waste Water (Sanitation)					
Electricity					
Waste Management (Solid Waste)					
Total					

**T 3.6.4**

# Chapter 3

[illegible]

# Chapter 3

## COMMENT ON FREE BASIC SERVICES AND INDIGENT SUPPORT:

The municipality has a proper indigent policy in place to address all the service needs of the disadvantaged. The indigent register is updated annually.

T 3.6.6

## COMPONENT B: ROAD TRANSPORT

This component includes: roads; transport; and waste water (stormwater drainage).

### INTRODUCTION TO ROAD TRANSPORT

Mamusa Local Municipality covers approximately 948 kilometres of road network, approximately 5km of sidewalk, 111km of kerb which covers the town of Schweizer Reneke; Ipelegeng, Charon, Molatswaneng, Glaudina and Migdol 29km of storm water culverts and channels. Of the total roads only 25% is surfaced while the remaining roads are dirt roads which are below the normal design standards of roads. The rest of the communities are either dependent on gravel road network including local gravel road system. This is because the rest of the Local Municipality is provided with basic level of service of road network system.

T 3.7

## 3.7 ROADS

### INTRODUCTION TO ROADS

Construction and Rehabilitation of roads;  
Road maintenance in general;  
Regravelling and blading of the unpaved roads;  
Installation and upgrading of storm water;

Challenges faced by the Municipality are the aged infrastructure and inadequate budget for both capital projects and maintenance of the existing infrastructure

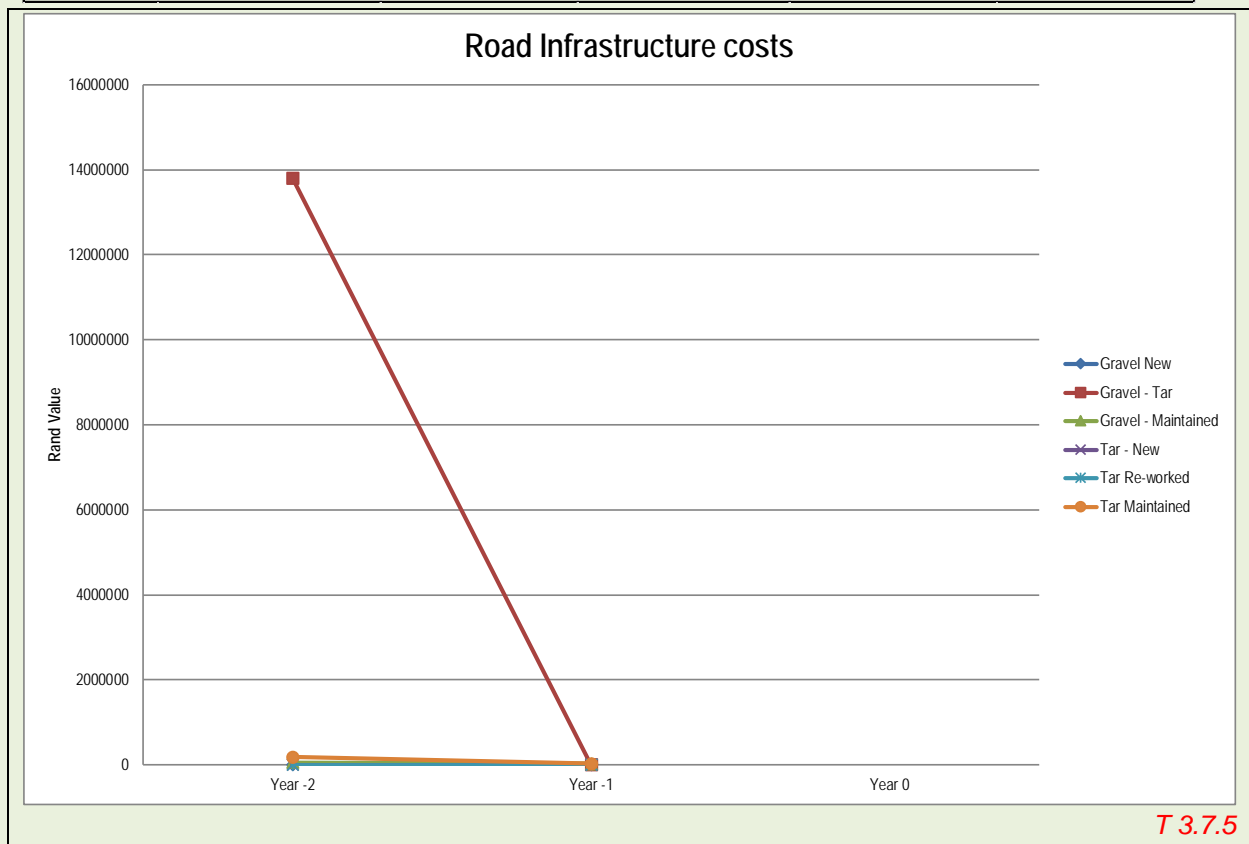
T 3.7.1

Gravel Road Infrastructure				
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to tar	Kilometers Gravel roads graded/maintained
Year -2	145	15	10	100
Year -1	166	25	14	140
Year 0	135	30	0	160
				T 3.7.2

# Chapter 3

Gravel Road Infrastructure				
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to tar	Gravel roads graded/maintained
Year -2	145	15	10	100
Year -1	166	25	14	140
Year 0	135	30	0	160
				T 3.7.2

Tarred Road Infrastructure					
	Total tarred roads	New tar roads	Existing tar roads re-tarred	Existing tar roads re-sheeted	Tar roads maintained
Year -2	7	7	0	0	250
Year -1	3	3	0	0	150
Year 0	5	5	0	0	100
					T 3.7.3



# Chapter 3

Road Service Policy Objectives Taken From IDP									
<div><div></div><div>Service Objectives</div></div>	<div><div></div><div>Outline Service Targets</div></div>	Year -1		Year 0			Year 1	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year <div>(iii)</div>	<div>(iv)</div>	*Previous Year <div>(v)</div>	*Current Year <div>(vi)</div>	<div>(vii)</div>	*Current Year <div>(viii)</div>	*Current Year <div>(ix)</div>	*Following Year <div>(x)</div>
<div><div></div><div>Service Indicators</div></div> <div>(i)</div>	<div>(ii)</div>								
Service Objective xxx									
Elimination of gravel roads in townships	Kilometers of gravel roads tarred (Kilometers of gravel road remaining)	xxx kms gravel roads tarred (xxx kms gravel roads remaining)	xxx kms gravel roads tarred (xxx kms gravel roads remaining)	xxx kms gravel roads tarred (xxx kms gravel roads remaining)	xxx kms gravel roads tarred (xxx kms gravel roads remaining)	xxx kms gravel roads tarred (xxx kms gravel roads remaining)	Baseline (xxx kms gravel roads remaining)	xxx kms gravel roads tarred (xxx kms gravel roads remaining)	xxx kms gravel roads tarred (xxx kms gravel roads remaining)
Development of municipal roads as required	xxx kms of municipal roads developed	xxx kms	xxx kms	xxx kms	xxx kms	xxx kms	xxx kms	xxx kms	xxx kms

Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are ‘universal municipal indicators’. \*‘Previous Year’ refers to the targets that were set in the Year -1 Budget/IDP round; \*‘Current Year’ refers to the targets set in the Year 0 Budget/IDP round. \*‘Following Year’ refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Integrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.

T 3.7.6

# Chapter 3

Employees: Road Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	1	100%
4 - 6	2	2	1	1	50%
7 - 9	0	0	0	0	#DIV/0!
10 - 12	0	0	0	0	#DIV/0!
13 - 15	0	0	0	0	#DIV/0!
16 - 18	0	0	0	0	#DIV/0!
19 - 20	0	0	0	0	#DIV/0!
Total	3	3	2	2	67%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. \*Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.

Financial Performance Year 0: Road Services					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue					#DIV/0!
Expenditure:					
Employees	1 346 847,82	14 220 985,00	14 220 985,00	1 090 895,09	-1204%
Repairs and Maintenance					#DIV/0!
Other					#DIV/0!
Total Operational Expenditure					#DIV/0!
Net Operational Expenditure					#DIV/0!

Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.

Capital Expenditure Year 0: Road Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All					
Project A					
Project B					
Project C					
Project D					

Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).

# Chapter 3

## COMMENT ON THE PERFORMANCE OF ROADS OVERALL:

The objective of the Road and storm water function are the construction and rehabilitation of roads, repair of potholes and storm water management. The main challenge faced in the implementation of this function is insufficient budget provision for capital projects. This creates a situation where roads that should be stripped and reconstructed are repaired and rehabilitated

*T 3.7.10*

## 3.8 TRANSPORT (INCLUDING VEHICLE LICENSING & PUBLIC BUS OPERATION)

### INTRODUCTION TO TRANSPORT

**Both the District municipality and the provincial department of Public Works, Roads and Transport is responsible for the aforesaid power and function. The provincial department has developed a District Transport Strategy which as at now is not implementable owing to lack of funding. The local municipality has so far not received any benefits of the implementation of the strategy from the financial year under review.**

*T 3.8.1*

# Chapter 3



# Chapter 3

## 3.9 WASTE WATER (STORMWATER DRAINAGE)

### INTRODUCTION TO STORMWATER DRAINAGE

The main purpose of the stormwater management function in the Mamusa Local Municipality is to mitigate flooding and increase the lifespan of the road infrastructure. The main focus areas are:

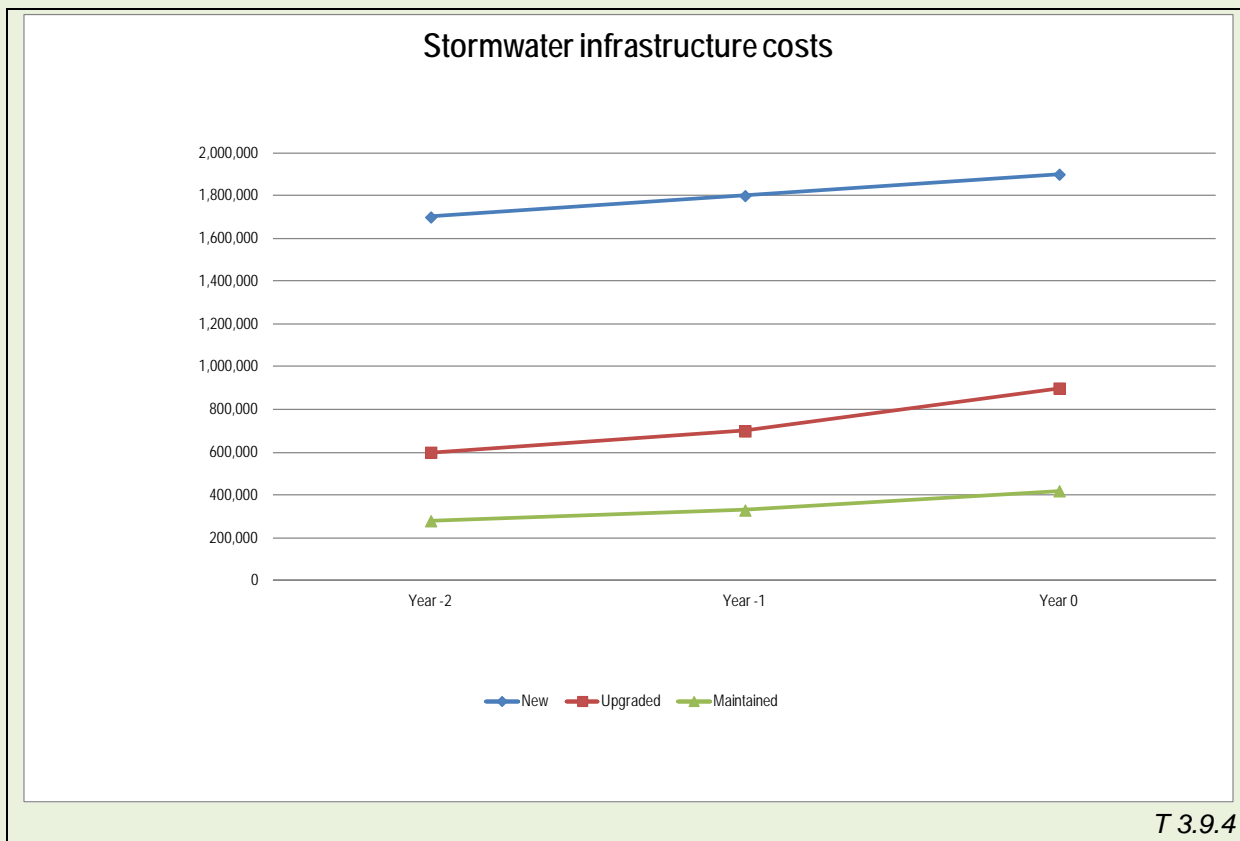
Construction of gabions;  
Replacing broken kerbs inlets and pipes;  
Cleaning of stormwater pipes; and  
Construction of open channels and sub-soil drains as well as installing new stormwater systems

*T 3.9.1*

Stormwater Infrastructure				
	Total Stormwater measures	New stormwater measures	Stormwater measures upgraded	Stormwater measures maintained
Year -2				
Year -1				
Year 0				
				<i>T 3.9.2</i>

Cost of Construction/Maintenance			
	Stormwater Measures		
	New	Upgraded	Maintained
Year -2			
Year -1			
Year 0			
			<i>T 3.9.3</i>

# Chapter 3



# Chapter 3

[illegible]

# Chapter 3

Employees: Stormwater Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	#DIV/0!
4 - 6	0	0	0	0	#DIV/0!
7 - 9	0	0	0	0	#DIV/0!
10 - 12	0	0	0	0	#DIV/0!
13 - 15	0	0	0	0	#DIV/0!
16 - 18	0	0	0	0	#DIV/0!
19 - 20	0	0	0	0	#DIV/0!
Total	0	0	0	0	#DIV/0!
Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.					

T 3.9.6

Financial Performance Year 0: Stormwater Services					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue					
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational Expenditure					
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					

T 3.9.7

Capital Expenditure Year 0: Stormwater Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All					
Project A					
Project B					
Project C					
Project D					
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					

T 3.9.8

# Chapter 3

## COMMENT ON THE PERFORMANCE OF STORMWATER DRAINAGE OVERALL:

Maintenance and capital budget were allocated for the storm water drainage systems in the 2016/17 financial year. Storm water drainage systems were constructed in the following areas to mitigate the flooding and soil erosion which at sometimes block the system:

Lebitsa Boshoff street  
Buiten street  
Reneke Street  
Ipelegeng library tunnel  
Motoro sports ground  
Homan street  
Delport Street  
Ext 6 main road

*T3.9.9*

## COMPONENT C: PLANNING AND DEVELOPMENT

This component includes: planning; and local economic development

### INTRODUCTION TO PLANNING AND DEVELOPMENT

The municipality does not have a designated Town Planning Section as the functions are partly performed by Community Services, Corporate services and technical services. Challenges for the Town Planning that have a direct or indirect impact in the positive development of Mamusa include inter alia the following:

- ☐ ageing electricity infrastructure;
- ☐ Vacant land in private ownership
- ☐ High unemployment rate;
- ☐ No Policies and By-laws

*T 3.10*

# Chapter 3

## 3.10 PLANNING

### INTRODUCTION TO PLANNING

The municipality does not have the Town Planning section however the Community Services Department renders a strategic spatial planning and economic development focusing on the following developmental aspects:

- ☐ Spatial Development Framework (SDF) which the municipality has embarked on a process to review the (SDF) approved in 2013 through the compilation of a new (SDF) to guide development in the area of jurisdiction is in process.
- ☐ Land Use Scheme is at the stage of being advertised for comments and be table before council for adoption.

*T 3.10.1*

Applications for Land Use Development						
Detail	Formalisation of Townships		Rezoning		Built Enviroment	
	Year -1	Year 0	Year -1	Year 0	Year -1	Year 0
Planning application received						
Determination made in year of receipt						
Determination made in following year						
Applications withdrawn						
Applications outstanding at year end						
						<i>T 3.10.2</i>

# Chapter 3

[illegible]

# Chapter 3

Employees: Planning Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	0	1	100%
4 - 6	1	1	0	1	100%
7 - 9	0	0	0	0	#DIV/0!
10 - 12	0	0	0	0	#DIV/0!
13 - 15	0	0	0	0	#DIV/0!
16 - 18	0	0	0	0	#DIV/0!
19 - 20	0	0	0	0	#DIV/0!
Total	2	2	0	2	100%
Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days. T 3.10.4					

Financial Performance Year 0: Planning Services					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue					
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational Expenditure					
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. T 3.10.5					



# Chapter 3

Capital Expenditure Year 0: Planning Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All					
Project A					
Project B					
Project C					
Project D					
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.10.6

## COMMENT ON THE PERFORMANCE OF PHYSICAL PLANNING OVERALL:

**Delete Directive note once comment is completed** - Explain the priority of the four largest capital projects and explain the variations from budget for net operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.10.7

## 3.11 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

### INTRODUCTION TO ECONOMIC DEVELOPMENT

The municipality has a 5 year Reviewed LED strategy in place which was adopted in the 2017/2018 financial year. The principal aim is to facilitate the coordination and integration of all economic development functions in order to ensure effective and efficient delivery of local economic imperatives of Mamusa Local Municipality. Overall, this LED plan seeks to create a platform for Mamusa and these are the crucial elements considered;

- Knowing Mamusa's Economic function
- Creating a skilled and competent workforce
- Investing in infrastructure for the innovation to attract investment
- Creating a conducive environment for SMME's to flourish
- Marketing the area to external businesses

# Chapter 3

-Fostering an innovative business climate through simplifying municipal by-laws to encourage the creation of new business

The Mamusa's economy relies to a great extent on the performance of agriculture, small scale mining, retail trade, tourism and agro processing

T 3.11.1

Economic Activity by Sector			
			R '000
Sector	2015-2016	2016-2017	2017-2018
Agric, forestry and fishing	0	0	0
Mining and quarrying	0	0	0
Manufacturing	0	0	0
Wholesale and retail trade	0	0	0
Finance, property, etc.	0	0	0
Govt, community and social services	0	0	0
Infrastructure services	0	0	0
Total	0	0	0

T 3.11.2

Economic Employment by Sector			
			Jobs
Sector	2015-2016 No.	2016-2017 0-Jan-00	2017-2018 No.
Agric, forestry and fishing	-	-	-
Mining and quarrying	-	-	-
Manufacturing	-	-	-
Wholesale and retail trade	-	-	-
Finance, property, etc.	-	-	-
Govt, community and social services	-	-	-
Infrastructure services	-	-	-
Total	0	0	0

T 3.11.3

## COMMENT ON LOCAL JOB OPPORTUNITIES:

The sectors that contribute the most to employment are:

- ☐ Agriculture
- ☐ Small Scale Mining
- ☐ Retail trade / Street trading
- ☐ Construction

The sectors that contribute least to employment are:

# Chapter 3

- ☐ Manufacturing
- ☐ Transport and Communication

## Job Creation through EPWP Projects

Through municipal infrastructure projects, the following job opportunities were created using EPWP principles:

T 3.11.4

Jobs Created during 2017-2018 by LED Initiatives (Excluding EPWP projects)				
Total Jobs created / Top 3 initiatives	Jobs created No.	Jobs lost/displaced by other initiatives No.	Net total jobs created in year No.	Method of validating jobs created/lost
Total (all initiatives)				
2015-2016				
2016-2017				
2017-2018				
Mamusa Environmental Solutions(2017-2018)	9	0	9	Attendance Registers
Mamusa Piggery (2017-2018)	22	0	22	
Rock of Ages (2017-2018)	8	0	8	

T 3.11.5

Job creation through EPWP* projects		
Details	EPWP Projects No.	Jobs created through EPWP projects No.
2015-2016	9	209
2016-2017	5	141
2017-2018	5	82
* - Extended Public Works Programme		T 3.11.6

# Chapter 3

Local Economic Development Policy Objectives Taken From IDP						
Service Objectives	Outline Service Targets	2016-2017		2017-2018		
		Target	Actual	Target		Actual
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)
Service Indicators (i)	(ii)					
Service Objective xxx						
Training of people in essential skills:	Number of people trained (including retrained upskilled)	60	54	60	0	0
SMME workshops conducted	Number of SMME workshops conducted	2	2	2	2	2
Jobs created through supported Led corporatives	Number of Jobs created through LED supported corporatives	50	50	50	50	50
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; **Current Year' refers to the targets set in the Year 0 Budget/IDP round. ***Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and						

# Chapter 3

Employees: Local Economic Development Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	1	1	0	1	100%
7 - 9	0	0	0	0	#DIV/0!
10 - 12	0	0	0	0	#DIV/0!
13 - 15	0	0	0	0	#DIV/0!
16 - 18	0	0	0	0	#DIV/0!
19 - 20	0	0	0	0	#DIV/0!
Total	2	2	1	1	50%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. \*Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days. T 3.11.8

Financial Performance 2017-2018: Local Economic Development Services					
					R'000
Details	2016-2017	2017-2018			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	0	0	0	0	0%
Expenditure:					0%
Employees	0	0	0	0	0%
Repairs and Maintenance	0	0	0	0	0%
Other	0	0	0	0	0%
Total Operational Expenditure	0	0	0	0	0%
Net Operational Expenditure	0	0	0	0	0%

Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. T 3.11.9

Capital Expenditure 2017-2018: Economic Development Services					
					R' 000
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	0	0	0	0%	
Project A	0	0	0	0%	0
Project B	0	0	0	0%	0
Project C	0	0	0	0%	0
Project D	0	0	0	0%	0

Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate. T 3.11.10

# Chapter 3

## COMMENT ON LOCAL ECONOMIC DEVELOPMENT PERFORMANCE OVERALL:

As at the moment the municipality through its LED unit has the following plans in place:  
Application for SEIF for the construction of Taxi Rank and Street trading stalls.

T 3.11.11

## COMPONENT D: COMMUNITY & SOCIAL SERVICES

This component includes: libraries and archives; museums arts and galleries; community halls; cemeteries and crematoria; child care; aged care; social programmes, theatres.

### INTRODUCTION TO COMMUNITY AND SOCIAL SERVICES

Provision of accelerated effective efficient Libraries and Information services, Sports and Recreation facilities and the facilitation of Social Development for the community of Mamusa through building of halls, stadium, and libraries.

The following functions does not apply to the municipality;

- Museums arts and galleries
- crematoria
- child care
- theatres.

T 3.52

### 3.12 LIBRARIES; ARCHIEVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC)

#### INTRODUCTION TO LIBRARIES; ARCHIEVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES **INTRODUCTORY COMMENT: LIBRARIES**

- ☐ To provide accelerated, effective, efficient, quality social development services for the community of Mamusa through sport, recreation, arts and culture and library and information programs
- ☐ To ensure the community have access to information as prescribed by the South African Constitution.
- ☐ Promote employment equity and skills development, therefore effecting efficiency and effectiveness to clientele
- ☐ Position libraries as centers for the dissemination of information and knowledge
- ☐ Position libraries as places where people from all backgrounds can find each other (promoting social cohesion)

T3.12.1

# Chapter 3

## SERVICE STATISTICS FOR LIBRARIES; ARCHIVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC)

In the year under review the Library Services achieved the following;

22 major Library awareness programmes

*T 3.12.2*

# Chapter 3

Libraries; Archives; Museums; Galleries; Community Facilities; Other Policy Objectives Taken From IDP						
Service Objectives  <i>Service Indicators</i>  (i)	Outline Service Targets  (ii)	2016-2017		2017-2018		
		Target	Actual	Target		Actual
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)
Service Objective xxx						
To provide library services, educational and recreational facilities for the intellectual upliftment of the community	Number of library awareness/interest events conducted	15	15	15	12	12
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; "Current Year" refers to the targets set in the Year 0 Budget/IDP round. "Following Year" refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for						



# Chapter 3

Employees: Libraries; Archives; Museums; Galleries; Community Facilities; Other					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3					
4 - 6					
7 - 9					
10 - 12					
13 - 15					
16 - 18					
19 - 20					
Total					
Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days. T 3.12.4					

Financial Performance Year 0: Libraries; Archives; Museums; Galleries; Community Facilities; Other					
					R'000
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue					
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational Expenditure					
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. T 3.12.5					

## COMMENT ON THE PERFORMANCE OF LIBRARIES; ARCHIVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC) OVERALL:

The only planned Capital Project for 2018-2019 is for Migdol Library.

T 3.12.7

# Chapter 3

## 3.13 CEMETORIES AND CREMATORIUMS

### INTRODUCTION TO CEMETORIES & CREMATORIUMS

The Community Services Department is the custodian for cemeteries management within the municipality. The Municipality facilitate to the public paupers burial services on behalf of the District Municipality and provide cemeteries maintenance. The department manages and maintains nine municipal owned cemeteries within municipal boundaries. Out of the nine cemeteries, only two cemeteries are not active and only second burials and reservations are allowed. Mamusa Local Municipality is currently faced with a challenge of shortage of burial space and the nine active cemeteries are already running out of space for new burials.

The department during the years identified important service delivery priority issues and the impact the priorities have had in the community at large. The following are the priorities; to encourage second burials in existing graves (this is an initiative to save land and to increase the life span of existing cemeteries), improved cemeteries maintenance and grass cut which improved security).

The municipality does not own any cremation facility.

T 3.

### SERVICE STATISTICS FOR CEMETORIES

T 3.13.2

CEMETERY NAME	BURIAL STATISTICS
Setlhare Setelelele	264 New Burials
Cross-Road	35 New Burials
Charon	191 New Burials
Schweizer	44 New Burials
Amalia	78 New Burials
TOTAL	612

# Chapter 3

# Chapter 3

Cemeteries and Crematoriums Policy Objectives Taken From IDP						
Service Objectives  <i>Service Indicators</i>  (i)	Outline Service Targets  (ii)	2016-2017		2017-2018		
		Target	Actual	Target		Actual
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)
Service Objective xxx						
Management of cemeteries in the entire municipality	13 cemeteries maintained	13 cemeteries	13 cemeteries	13 cemeteries	9 cemeteries	8 cemeteries
Management of cemeteries in the entire municipality	Fencing of cemeteries	5	0	5	5	5
Management of cemeteries in the entire municipality	Geo-technical report for future cemeteries		No coordinates and geo-tech report	N/A	N/A	N/A
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; *'Current Year' refers to the targets set in the Year 0 Budget/IDP round. **Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Integrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.						

# Chapter 3

Employees: Cemeteries and Crematoriums					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	#DIV/0!
4 - 6	0	0	0	0	#DIV/0!
7 - 9	1	1	1	0	0%
10 - 12	0	0	0	0	#DIV/0!
13 - 15	5	11	5	6	55%
16 - 18	0	0	0	0	#DIV/0!
19 - 20	0	0	0	0	#DIV/0!
Total	6	12	6	6	50%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. \*Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.

Financial Performance Year 0: Cemeteries and Crematoriums					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue					
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational Expenditure					

Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.

Capital Expenditure 2017-2018: Cemeteries and Crematoriums					
R' 000					
Capital Projects	2017-2018				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	0	0	0	0%	
Project A	0	0	0	0%	0
Project B	0	0	0	0%	0
Project C	0	0	0	0%	0
Project D	0	0	0	0%	0

Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).

COMMENT ON THE PERFORMANCE OF CEMETORIES:

# Chapter 3

**Development of a new cemetery** – The municipality is faced with a challenge of shortage of cemetery burial land. Service providers for developing Geo-Tech Report were appointed during 2014/2015 fiscal year to investigate and to do a comprehensive feasibility studies to determine a suitable cemetery land. The program is still to continue until the exercise is complete. It is however not budgeted for in the 2018/2019 fiscal year but will remain in the planning document until budget is made available. An amount of R700, 000.00 for a start is requested

**Upgrade of existing cemetery** – This program is aimed at upgrading the general landscape of the cemeteries including greening. It is very important to start implementing this project. It is however not budgeted for in the 2018/2019 fiscal year but will remain in the planning document until budget is made available. An amount of R800, 000.00 is requested to start the project. This budget is the same as that of cemetery security.

**Improved cemetery security** – In order to prevent vandalism and to control access to all cemeteries, this program aims to fence off all cemeteries and to introduce security. In the financial year under review, fencing of cemeteries was budgeted for under MIG, however the project was delayed and will be reported for in the current financial year (2018/19).

Since the municipality is not able to meet all departmental financial needs, it was decided that the department should start sourcing funds externally for the achievements of the mentioned priorities.

T 3.13.7

# Chapter 3

## COMPONENT H: SPORT AND RECREATION

This component includes: community parks; sports fields; sports halls; stadiums; swimming pools; and camp sites.

### INTRODUCTION TO SPORT AND RECREATION

**Not a function of the Municipality but it is conducted by Department of Sports and arts and culture**

T 3.23

### 3.23 SPORT AND RECREATION

#### SERVICE STATISTICS FOR SPORT AND RECREATION

T 3.23.1

# Chapter 3

## COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

This component includes: corporate policy offices, financial services, human resource services, ICT services, property services.

### INTRODUCTION TO CORPORATE POLICY OFFICES, Etc

**Delete Directive note once comment is completed** – Provide brief introductory comments.

T 3.24

## 3.24 EXECUTIVE AND COUNCIL

This component includes: Executive office (mayor; councilors; and municipal manager).

### INTRODUCTION TO EXECUTIVE AND COUNCIL

Councillors attend to different initiatives as per their programmes or those emanating from both National or Provincial spheres of government. Programmes differ from health, education environment, local economic development etc. through Private Partnerships; a few projects have been established with a view of fighting poverty and bettering the lives of our people.

There were no Capital Projects

T 3.24.1

### SERVICE STATISTICS FOR THE EXECUTIVE AND COUNCIL

T 3.69.2



# Chapter 3

# Chapter 3

Financial Performance Year 0: The Executive and Council					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue					#DIV/0!
Expenditure:					
Employees	6 098 628,39	5 875 104,00	5 875 104,00	5 951 962,04	1%
Repairs and Maintenance					#DIV/0!
Other					#DIV/0!
Total Operational Expenditure					#DIV/0!
Net Operational Expenditure					#DIV/0!
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					T 3.24.5

Capital Expenditure Year 0: The Executive and Council					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All					
Project A					
Project B					
Project C					
Project D					
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.24.6

## COMMENT ON THE PERFORMANCE OF THE EXECUTIVE AND COUNCIL:

Councilors attend to different initiatives as per their programmes or those emanating from both National or Provincial spheres of government. Programs differ from health, education environment, local economic development etc. through Private Partnerships; a few projects have been established with a view of fighting poverty and bettering the lives of our people.

There were no Capital Projects

T 3.24.7

# Chapter 3

## 3.25 FINANCIAL SERVICES

### INTRODUCTION FINANCIAL SERVICES

The financial health of the municipality deteriorated during the financial year in that the payment levels for services decreased significantly. This impacted especially on the municipality's ability to service payments to the bulk distributor of electricity (ESKOM).

Based on the financial situation where the cash flow was under pressure, a revenue enhancement strategy has been formulated, based on 5 pillars, namely billing processes, credit control, infrastructure assistance, the improvement of the revenue base of the municipality and the reduction of expenditure.

The municipality strives to provide good service to the community. In order to achieve this the community also needs to meet us half way in making sure that they pay for those service at their disposal. Fortunately, the municipality has been able to provide those services even under difficult circumstances of insufficient collection.

2017/18 financial year has seen the municipality improve on its revenue collection. This was brought about by the implementation of the internal debt collection. Electricity as the main service revenue generator has also improved. Services like refuse collection are operating at a deficit.

Water collection was also hampered by drought experienced in the year.

T 3.25.1

Details of the types of account raised and recovered	Year 2014-15			Year 2015-16			Year 2016-17		
	Actual for accounts billed in year	Proportion of accounts value billed that were collected in the year	Proportion of accounts value billed that were collected in the year %	Billed in Year	Proportion of accounts value billed that were collected	Proportion of accounts value billed that were collected %	Estimated outturn for accounts billed in year	Estimated Proportion of accounts billed that were collected	Estimated Proportion of accounts billed that were collected %
Property Rates	R7 592 871,00	R7 942 804,60	105%	R12 867 781,00	R6 558 649,61	51%	R12 053 788,00	R8 711 596,31	72%
Electricity - B	R28 521 762,00	R26 101 056,29	92%	R30 508 974,00	R22 840 289,01	75%	R31 478 867,00	R27 967 504,89	89%
Electricity - C									
Water - B	R7 704 532,00	R3 450 108,81	45%	R11 610 591,00	R2 396 271,53	21%	R5 814 656,00	R2 246 530,85	39%
Water - C									
Sanitation	R9 308 577,00	R1 710 799,40	18%	R10 142 614,00	R1 430 314,62	14%	R7 992 462,00	R2 398 495,65	30%
Refuse	R6 835 282,00	R1 100 487,80	16%	R6 076 665,00	R974 322,18	16%	R7 276 670,00	R1 417 176,76	19%
Other									
B- Basic; C= Consumption. See chapter 6 for the Auditor General's rating of the quality of the financial Accounts and the systems behind them.									T 3.25.3

Concerning T 3.25.2

**Delete Directive note once table is completed** – The proportion of account value billed is calculated by taking the total value of the year's revenues collected against the bills raised in the year by the year's billed revenues.

T 3.25.2.1

# Chapter 3

Financial Service Policy Objectives Taken From IDP									
Service Objectives  <i>Service Indicators</i>  (i)	Outline Service Targets  (ii)	Year 0		Year 1			Year 2	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective xxx									
Increase in speed of payment of tariffs, tax demands, invoices	No more than x% of creditors raised (in Rand value) during the year outstanding (o/s) at year end	No more than T0% of current yr creditors o/s at yr end	No more than A0% of current yr creditors o/s at yr end	No more than T1% of current yr creditors o/s at yr end	No more than T1% of current yr creditors o/s at yr end	No more than A1% of current yr creditors o/s at yr end	No more than T2% of current yr creditors o/s at yr end	No more than T5% of current yr creditors o/s at yr end	No more than T5% of current yr creditors o/s at yr end
Reducing the number of invoices raised by increasing advance payment for services rendered (A project requiring participation by all departments but let by the central finance department)	x% reduction in number of invoices raised over the previous year's target	T0% reduction in invoices raised; target limit of invoices	A0% reduction in invoices raised; target limit of invoices	T1% reduction in invoices raised; target limit of invoices	T1% reduction in invoices raised; target limit of invoices	A1% reduction in invoices raised; target limit of invoices	T2% reduction in invoices raised; target limit of invoices	T5% reduction in invoices raised; target limit of invoices	T5% reduction in invoices raised; target limit of invoices
Improving speed of legal measures to recover revenues	Commence legal proceedings for recovery of revenues within 4 weeks of the due date	Legal proceeding within 4 weeks of due date	Legal proceeding within 4 weeks of due date	Legal proceeding within 4 weeks of due date	Legal proceeding within 4 weeks of due date	Legal proceeding within 4 weeks of due date	% of legal proceeding commenced within 4 weeks of due date	% of legal proceeding commenced within 4 weeks of due date	% of legal proceeding commenced within 4 weeks of due date
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; *Current Year' refers to the targets set in the Year 0 Budget/IDP round. *Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.									T 3.25.3

# Chapter 3

Employees: Financial Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	3	5	3	2	40%
4 - 6	6	10	6	4	40%
7 - 9	5	6	5	1	17%
10 - 12	0	0	0	0	#DIV/0!
13 - 15	0	0	0	0	#DIV/0!
16 - 18	0	0	0	0	#DIV/0!
19 - 20	0	0	0	0	#DIV/0!
Total	14	21	14	7	33%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. \*Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days. T 3.25.4

Financial Performance Year 0: Financial Services					
					R'000
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue					#DIV/0!
Expenditure:					
Employees	49 121 083,98	114 237 032,00	114 237 032,00	49 551 211,07	-131%
Repairs and Maintenance					#DIV/0!
Other					#DIV/0!
Total Operational Expenditure					#DIV/0!
Net Operational Expenditure					#DIV/0!

Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. T 3.25.5

## COMMENT ON THE PERFORMANCE OF FINANCIAL SERVICES OVERALL:

**Delete Directive note once comment is completed** – Explain the priority of the four largest capital projects and explain the variations from budget for net operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.25.7

# Chapter 3

## 3.26 HUMAN RESOURCE SERVICES

### INTRODUCTION TO HUMAN RESOURCE SERVICES

The priorities of Human Resource Services are as follows:

- a) To draft a five- year Employment Equity Plan
- b) To appoint service providers to provide training for officials of the municipality, capacitating them as required them as required by the skills Development Act of 1998
- c) Filling of vacant positions.

The municipality has since been able to draft an Employment Equity Plan which has since been adopted by Council.

Various service providers were appointed to conduct training to targeted employees. Some of the critical posts identified filled in the 2014/2015 financial year were filled and those not budgeted for or filled after the reviewed organogram was adopted.

The Council has adopted an employee Assistance Policy and Programme with the intention of addressing the high socio-economic stress in order to deal with wellness of staff. In addition, the municipal Council has also adopted the Occupational Health and Safety policy in order to deal prevent injuries on duty by identifying dangerous situations. In order to ensure an effective workforce and sound labour relations, the Local Labour Forum of the municipality is promoting cordial relations by and between the employer and organized labour.

*T 3.26.1*

### SERVICE STATISTICS FOR HUMAN RESOURCE SERVICES

**Management of Labour Relations:** The municipality has made serious strides to ensure that the labour relationship between management and union remain sound. This is witnessed by the lack of strike actions within the municipality. The local Labour Forum was established and had functional engagements with Management.

**Promoting the Wellbeing of all Employees:** Organization wide Employee Wellness Program was approved by council as a framework to guide wellness activities continuously.

**Promoting Safe and Healthy Work Environment:** Occupational Health and Safety Risk Assessments were conducted in the current financial year under review where efforts to mitigate on all identified risks are unfolding. All employees performing work of the nature that required safety clothing and equipment were provided annually with requirements of safety. Health and Safety Committee which is inclusive of representatives was established and needs to be revitalized to ensure its effective functionality.

**Human Resources Development:**

# Chapter 3

T 3.26.2

# Chapter 3

[illegible]



# Chapter 3

Employees: Human Resource Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	2	2	2	0	0%
4 - 6	2	2	2	0	0%
7 - 9	0	1	0	1	100%
10 - 12	0	0	0	0	#DIV/0!
13 - 15	0	0	0	0	#DIV/0!
16 - 18	0	0	0	0	#DIV/0!
19 - 20	0	0	0	0	#DIV/0!
Total	4	5	4	1	20%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. \*Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days. T3.26.4

Financial Performance Year 0: Human Resource Services					
					R'000
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue					#DIV/0!
Expenditure:					
Employees	1 048 106,67	551 837,00	551 837,00	1 412 996,06	61%
Repairs and Maintenance					#DIV/0!
Other					#DIV/0!
Total Operational Expenditure					#DIV/0!
Net Operational Expenditure					#DIV/0!

Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. T 3.26.5

## COMMENT ON THE PERFORMANCE OF HUMAN RESOURCE SERVICES OVERALL:

**Delete Directive note once comment is completed** – Explain the priority of the four largest capital projects and explain the variations from budget for net operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.26.7

# Chapter 3

## 3.27 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

This component includes: Information and Communication Technology (ICT) services.

### INTRODUCTION TO INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

Information and Communication Technology Section is part of the Corporate Support Service Department and its focus areas include but not limited to: Network Administration, System Administration, New Technology implementation, ICT Service Continuity and ICT Governance. The Municipality has just established the ICT Unit.

### INTRODUCTION TO INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

#### 1. Information Technology Governance:

The issue of governance was flagged as a necessary intervention to regulate and guide the development path of IT in the Municipality. Information Technology Governance is a subset discipline of Corporate Governance focused on information technology (IT) systems and their performance and risk management. The rising interest in IT governance is partly due to compliance initiatives, but more so because of the need for greater accountability for decision-making around the use of IT in the best interest of all stakeholders. IT capability is directly related to the long-term consequences of decisions made by top management. Traditionally, executives deferred key IT decisions to the company's IT professionals. This cannot ensure the best interests of all stakeholders unless deliberate action involves all stakeholders. IT governance systematically involves everyone, executive management and staff. It establishes the framework used by the organization to establish transparent accountability of individual decisions, and ensures the traceability of decisions to assigned responsibilities.

#### 2. Information Technology Service Continuity Planning

Continuity management is the process by which plans are put in place and managed to ensure that IT Services can recover and continue should a serious incident occur. It is not just about reactive measures, but also about proactive measures - reducing the risk of a disaster in the first instance.

Continuity management is regarded as the recovery of the IT infrastructure used to deliver IT Services, but many businesses these days practice the much further reaching process of Business Continuity Planning (BCP), to ensure that the whole end-to-end business process can continue should a serious incident occur.

The Mamusa Local Municipality has implemented the business continuity plan. Data back up is critical to ensure the continued operation of a business in the event of equipment failure, natural disasters or intentional destruction

- ☐ Prioritising the businesses to be recovered by conducting a Business Impact Analysis (BIA)
- ☐ Performing a Risk Assessment (aka Risk Analysis) for each of the IT Services to identify the assets, threats, vulnerabilities and countermeasures for each service.
- ☐ Evaluating the options for recovery
- ☐ Producing the Contingency Plan

# Chapter 3

- Testing, reviewing, and revising the plan on a regular basis

## 3. Facility and Control Management

We have to comprehensively revamp our facility in line with the best practices and ensure that the control environment has the necessary features that would protect our production environment. Further to the modernization of our server room the following will have to be done:

a) **Environmental Control:** The physical environment of a server room is not rigorously controlled. Air conditioning must be used to control the temperature and humidity in the server room. The temperature range of 16–24 °C and humidity range of 40–55% with a maximum dew point of 15 °C will be implemented as industry standard.

b) **Raised Floors:** for easy access of wires and cables.

c) **Electrical Power:** Backup power should consist of one or more uninterruptible power supplies and or generators. To prevent single points of failure, all elements of the electrical systems, including backup systems, will be typically fully duplicated.

d) **Fire Protection:** Our fire protection system will include passive and active elements, in that there should be smoke detectors installed to provide early warning systems, fire sprinklers to control fire should be developed and the surrounding of the server room should be fitted with fire walls so a fire can be restricted to a portion of the facility for a limited time in the event of the failure of the active fire protection systems.

*T 3.27.1*

## SERVICE STATISTICS FOR ICT SERVICES

The ICT Department has the following:

### ACHIEVEMENTS

1. Upgraded internet line from 2 MBps to 10 MBps
2. The ICT currently has a firewall unlike the prior years
3. Onsite and off-site back up

### CHALLENGES

- 1 The ICT unit needs a unit Manager
- 2 The unit needs an information security officer
- 3 The unit needs a system administrator
- 4 No server room which is compliant with ISO standards
- 5 There is currently no ICT steering committee

*T 3.27.2*

# Chapter 3

ICT Services Policy Objectives Taken From IDP									
Service Objectives   <									

# Chapter 3

Employees: ICT Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	1	0	1	100%
4 - 6	2	2	2	0	0%
7 - 9	0	0	0	0	#DIV/0!
10 - 12	0	0	0	0	#DIV/0!
13 - 15	0	0	0	0	#DIV/0!
16 - 18	0	0	0	0	#DIV/0!
19 - 20	0	0	0	0	#DIV/0!
Total	2	3	2	1	33%
Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.					
					T3.27.4

Financial Performance Year 0: ICT Services					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue					
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational Expenditure					
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					T 3.27.5

Capital Expenditure Year 0: ICT Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All					
Project A					
Project B					
Project C					
Project D					
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.27.6

# Chapter 3

## COMMENT ON THE PERFORMANCE OF ICT SERVICES OVERALL:

**Delete Directive note once comment is completed** – Explain the priority of the four largest capital projects and explain the variations from budget for net operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T3.27.7

## 3.28 PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

This component includes: property; legal; risk management and procurement services.

### INTRODUCTION TO PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

**Delete Directive note once comment is completed** – Provide brief introductory comments. Set out priorities and the impact you have had on them during the year. Explain the measures taken to improve performance and the major efficiencies achieved by Property, legal, risk management and procurement services during the year.

T3.28.1

### SERVICE STATISTICS FOR PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

T 3.28.2

# Chapter 3

Property; Legal; Risk Management; and Procurement Services Policy Objectives Taken From IDP									
Service Objectives  <i>Service Indicators</i>  (i)	Outline Service Targets  (ii)	Year -1		Year 0			Year 1	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective xxx									
<i>Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year 0 Budget/IDP round; *'Current Year' refers to the targets set in the Year 1 Budget/IDP round. *'Following Year' refers to the targets set in the Year 2 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.</i>									
T 3.28.									

# Chapter 3

Employees: Property; Legal; Risk Management; and Procurement Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3					
4 - 6					
7 - 9					
10 - 12					
13 - 15					
16 - 18					
19 - 20					
Total					
Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days. T 3.28.4					

Financial Performance Year 0: Property; Legal; Risk Management and Procurement Services					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue					
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational Expenditure					
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. T 3.28.5					

Capital Expenditure Year 0: Property; Legal; Risk Management and Procurement Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All					
Project A					
Project B					
Project C					
Project D					
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate. T 3.28.6					



# Chapter 3

COMMENT ON THE PERFORMANCE OF PROPERTY SERVICES OVERALL:

**Delete Directive note once comment is completed** – Explain the priority of the four largest capital projects and explain the variations from budget for net operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.28.7

## COMPONENT J: MISCELLANEOUS

This component includes: the provision of Airports, Abattoirs, Municipal Courts and Forestry as municipal enterprises.

## INTRODUCTION TO MISCELLANEOUS

***Not a component of the Municipality.***

T 3.29.0

## COMPONENT K: ORGANISATIONAL PERFORMOMANCE SCORECARD

This component includes: Annual Performance Scorecard Report for the current year.

[illegible]

# Chapter 4

## CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE (PERFORMANCE REPORT PART II)

### INTRODUCTION

The purpose of the Municipal Organisational Development Plan is to develop a framework and drive a strategy that will facilitate the optimal provision, organisation and deployment of the Municipality's staff so as to enable the Municipality to achieve its strategic goals and objectives.

This includes the development of institutional and business systems and processes to support the Municipality's development strategies and initiatives. The focus of the plan is to shift the culture and managerial practice through the following four areas:

- ☐ To shift the organisation to high performance, based on best practice benchmarking and through the alignment of people strategies to business strategies.
- ☐ To guide and drive the process of changing to a high performance organisation through targeted strategic programmes.
- ☐ To measure the value gained by revised business systems and processes, investment in employees, the % alignment of people strategies to business strategies and the extent to which the organisation measures up to national best practice benchmarks.
- ☐ To identify and prioritise key levers that will have the greatest impact on improved service delivery.

*T 4.0.1*

# Chapter 4

## COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

### 4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

Employees					
Description	Year -1	Year 0			
	Employees	Approved Posts	Employees	Vacancies	Vacancies
	No.	No.	No.	No.	%
Water	25	26	25	1	%
Waste Water (Sanitation)	27	29	27	2	%
Electricity	6	8	6	2	%
Waste Management	31	54	31	23	%
Housing	1	4	1	3	%
Waste Water (Stormwater Drainage)	0	0	0	0	%
Roads	1	1	1	0	%
Transport	0	0	0	0	%
Planning	0	2	0	2	%
Local Economic Development	1	2	1	1	%
Planning (Strategic & Regulatory)	0	0	0	0	%
Local Economic Development	1	2	1	1	%
Community & Social Services	0	0	0	0	%
Environmental Protection	0	0	0	0	%
Health	0	0	0	0	%
Security and Safety	10	12	10	2	%
Sport and Recreation	0	3	0	3	%
Corporate Policy Offices and Other	0	0	0	0	%
<b>Totals</b>	<b>25</b>	<b>26</b>	<b>25</b>	<b>1</b>	<b>0,00</b>
Headings follow the order of services as set out in chapter 3. Service totals should equate to those included in the Chapter 3 employee schedules. Employee and Approved Posts numbers are as at 30 June, as per the approved organogram.					T 4.1.1

Turn-over Rate			
Details	Total Appointments as of beginning of Financial Year	Terminations during the Financial Year	Turn-over Rate*
	No.	No.	
Year -2	8	3	38%
Year -1	0	0	
Year 0	0	0	
* Divide the number of employees who have left the organisation within a year, by total number of employees who occupied posts at the beginning of the year			
T 4.1.3			

# Chapter 4

## COMMENT ON VACANCIES AND TURNOVER:

**Delete Directive note once comment is completed** - Detail the attempts made to fill the posts of senior management and highly skilled supervision and explain why there are no appropriate internal staff to fill the vacancies. Explain how long, at a minimum, the section 57 vacancies (including MM and CFO) have remained unfilled and the reasons for this. Give reasons for the turnover rate experienced by your municipality. Explain measures taken to successfully attract and retain staff.

T 4.1.4

## COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

### INTRODUCTION TO MUNICIPAL WORKFORCE MANAGEMENT

*Note: MSA 2000 S67 requires municipalities to develop and adopt appropriate systems and procedures to ensure fair; efficient; effective; and transparent personnel administration in accordance with the Employment Equity Act 1998.*

**Delete Directive note once comment is completed** – Discuss the range and emphasis of workforce management at your municipality and briefly mention progress made with the development of workforce policies and management practices during the year.

T 4.2.0

# Chapter 4

## 4.2 POLICIES

HR Policies and Plans				
	Name of Policy	Completed	Reviewed	Date adopted by council or comment on failure to adopt
		%	%	
1	Affirmative Action	NO	NO	
2	Attraction and Retention	NO	NO	
3	Code of Conduct for employees	YES	NO	
4	Delegations, Authorisation & Responsibility	YES	NO	
5	Disciplinary Code and Procedures	YES	NO	
6	Essential Services	NO	NO	
7	Employee Assistance / Wellness	NO	NO	
8	Employment Equity	NO	NO	
9	Exit Management	NO	NO	
10	Grievance Procedures	YES	NO	
11	HIV/Aids	NO	NO	
12	Human Resource and Development	NO	NO	
13	Information Technology	YES	NO	
14	Job Evaluation	YES	NO	
15	Leave	YES	NO	
16	Occupational Health and Safety	NO	NO	
17	Official Housing	NO	NO	
18	Official Journeys	NO	NO	
19	Official transport to attend Funerals	NO	NO	
20	Official Working Hours and Overtime	NO	NO	
21	Organisational Rights	YES	NO	
22	Payroll Deductions	NO	NO	
23	Performance Management and Development	NO	NO	
24	Recruitment, Selection and Appointments	YES	NO	
25	Remuneration Scales and Allowances	NO	NO	
26	Resettlement	NO	NO	
27	Sexual Harassment	NO	NO	
28	Skills Development	NO	NO	
29	Smoking	NO	NO	
30	Special Skills	NO	NO	
31	Work Organisation	NO	NO	
32	Uniforms and Protective Clothing	YES	NO	
33	Other:	N/A	N/A	
Use name of local policies if different from above and at any other HR policies not listed.				
				T 4.2.1

### COMMENT ON WORKFORCE POLICY DEVELOPMENT:

**Delete Directive note once comment is completed** – Comment on progress made during the year and plans for completing this work.

T 4.2.1.1

# Chapter 4

## 4.3 INJURIES, SICKNESS AND SUSPENSIONS

Number and Cost of Injuries on Duty					
Type of injury	Injury Leave Taken	Employees using injury leave	Proportion employees using sick leave	Average Injury Leave per employee	Total Estimated Cost
	Days	No.	%	Days	R'000
Required basic medical attention only	0	0		0	0
Temporary total disablement					
Permanent disablement					
Fatal					
Total	0	0		0	0

T 4.3.1

Number of days and Cost of Sick Leave (excluding injuries on duty)						
Salary band	Total sick leave	Proportion of sick leave without medical certification	Employees using sick leave	Total employees in post*	*Average sick leave per Employees	Estimated cost
	Days	%	No.	No.	Days	R' 000
Lower skilled (Levels 1-2)						
Skilled (Levels 3-5)						
Highly skilled production (levels 6-8)						
Highly skilled supervision (levels 9-12)						
Senior management (Levels 13-15)						
MM and S57						
Total						

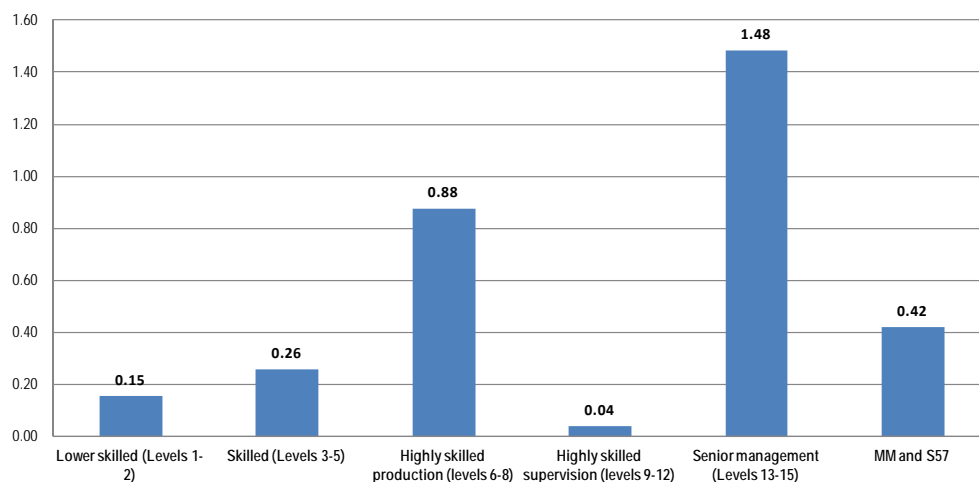
\* - Number of employees in post at the beginning of the year

\*Average is calculated by taking sick leave in column 2 divided by total employees in column 5

T 4.3.2

# Chapter 4

Average Number of Days Sick Leave (excluding IOD)



T 4.3.3

## COMMENT ON INJURY AND SICK LEAVE:

**Delete Directive note once comment is completed** – Comment on injury and sick leave indicated in the above tables. Explain steps taken during the year to reduce injuries and follow-up action in relation to injury and sick leave (e.g. are injuries examined by the municipality's own doctor; are those taking long or regular periods of sick leave monitored by municipality's doctor; and are personal records maintained of the number of instances of sick leave and amount of time taken each year?)

T 4.3.4

# Chapter 4

Number and Period of Suspensions				
Position	Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken or Status of Case and Reasons why not Finalised	Date Finalised
Chief Traffic Officer	Gross Misconduct	2018/01/31	Employee charged & suspended	Not yet
Man. Com. Services	Gross Misconduct	2018/03/01	Employee Dismissed	Finalised
Artisan Roads	Arson & Public Violence	2017/10/23	Employee Dismissed	Finalised
Chief Water Operator	Arson & Public Violence	2017/10/23	Employee Dismissed	Finalised
Indigent Officer	Public Violence	2017/10/23	Employee Dismissed	Finalised
Admin Officer	Arson & Public Violence	2017/10/23	Employee Dismissed	Finalised
Truck Driver	Public Violence	2017/10/23	Employee Acquitted	Finalised

Disciplinary Action Taken on Cases of Financial Misconduct			
Position	Nature of Alleged Misconduct and Rand value of any loss to the municipality	Disciplinary action taken	Date Finalised
NONE	NONE	NONE	N/A

## COMMENT ON SUSPENSIONS AND CASES OF FINANCIAL MISCONDUCT:

**Delete Directive note once comment is complete** – Comment on suspension of more than 4 months and on other matters as appropriate.

T 4.3.7



# Chapter 4

## 4.4 PERFORMANCE REWARDS

Performance Rewards By Gender					
Designations	Beneficiary profile				
	Gender	Total number of employees in group	Number of beneficiaries	Expenditure on rewards Year 1 R' 000	Proportion of beneficiaries within group %
Lower skilled (Levels 1-2)	Female	0	0	0	
	Male	0	0	0	
Skilled (Levels 3-5)	Female	0	0	0	
	Male	0	0	0	
Highly skilled production (levels 6-8)	Female	0	0	0	
	Male	0	0	0	
Highly skilled supervision (levels 9-12)	Female	0	0	0	
	Male	0	0	0	
Senior management (Levels 13-15)	Female	0	0	0	
	Male	0	0	0	
MM and S57	Female	0	0	0	
	Male	0	0	0	
Total					
Has the statutory municipal calculator been used as part of the evaluation process ?					Yes/No
<p><i>Note: MSA 2000 S51(d) requires that ... 'performance plans, on which rewards are based should be aligned with the IDP'... (IDP objectives and targets are set out in Chapter 3) and that Service Delivery and Budget Implementation Plans (developed under MFMA S69 and Circular 13) should be consistent with the higher level IDP targets and must be incorporated appropriately in personal performance agreements as the basis of performance rewards. Those with disability are shown in brackets '(x)' in the 'Number of beneficiaries' column as well as in the numbers at the right hand side of the column (as illustrated above).</i></p>					

T 4.4.1

# Chapter 4

## COMMENT ON PERFORMANCE REWARDS:

**Delete Directive note once comment is completed** – Comment as appropriate.

T 4.4.1.1

## COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

### INTRODUCTION TO WORKFORCE CAPACITY DEVELOPMENT

*Note: MSA 2000 S68 (1) requires municipalities to develop their human resource capacity to a level that enables them to perform their functions and exercise their powers in an economical, effective, efficient and accountable way.*

**Delete Directive note once comment is completed** – Discuss the way ahead and the improvements made and the challenges faced for capacity development in your municipality.

T 4.5.0

# Chapter 4

## 4.5 SKILLS DEVELOPMENT AND TRAINING

Skills Matrix														
Management level	Gender	Employees in post as at 30 June Year 0	Number of skilled employees required and actual as at 30 June Year 0											
			Learnerships			Skills programmes & other short courses			Other forms of training			Total		
		No.	Actual: End of Year -1	Actual: End of Year 0	Year 0 Target	Actual: End of Year -1	Actual: End of Year 0	Year 0 Target	Actual: End of Year -1	Actual: End of Year 0	Year 0 Target	Actual: End of Year -1	Actual: End of Year 0	Year 0 Target
MM and s57	Female		0							0				
	Male		0							0				
Councillors, senior officials and managers	Female						1	17	1	0	0		1	17
	Male						2	17	2	0			2	17
Technicians and associate professionals*	Female						0			2	2		2	2
	Male						15	18	15	15	18		18	18
Professionals	Female						5	9	5	5	5	5	5	5
	Male						4	9	4	4	4	4	4	4
Sub total	Female													
	Male													
Total		0	0	0	0	0	27	70	27	26	29	9	32	63

\*Registered with professional Associate Body e.g CA (SA)

T 4.5.1

# Chapter 4

Financial Competency Development: Progress Report*						
Description	A. Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	B. Total number of officials employed by municipal entities (Regulation 14(4)(a) and (c))	Consolidated: Total of A and B	Consolidated: Competency assessments completed for A and B (Regulation 14(4)(b) and (d))	Consolidated: Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Consolidated: Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
<b>Financial Officials</b>						
Accounting officer	0	0	0	0	0	0
Chief financial officer	0	0	0	0	0	0
Senior managers	0	0	0	0	0	0
Any other financial officials	0	0	0	0	0	0
<b>Supply Chain Management Officials</b>						
Heads of supply chain management units	0	0	0	0	0	0
Supply chain management senior managers	0	0	0	1	1	1
<b>TOTAL</b>	0	0	0	1	1	1

\* This is a statutory report under the National Treasury: Local Government: MFMA Competency Regulations (June 2007)

T 4.5.2

Skills Development Expenditure										
										R'000
Management level	Gender	Employees as at the beginning of the financial year	Original Budget and Actual Expenditure on skills development Year 1							
			Learnerships		Skills programmes & other short courses		Other forms of training		Total	
		No.	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual
MM and S57	Female									
	Male									
Legislators, senior officials and managers	Female									
	Male									
Professionals	Female									
	Male									
Technicians and associate professionals	Female									
	Male									
Clerks	Female									
	Male									
Service and sales workers	Female									
	Male									
Plant and machine operators and assemblers	Female									
	Male									
Elementary occupations	Female									
	Male									
Sub total	Female									
	Male									
Total		0	0	0	0	0	0	0		
% and *R value of municipal salaries (original budget) allocated for workplace skills plan.									%*	*R
T4.5.3										

T4.5.3

# Chapter 4

## COMMENT ON SKILLS DEVELOPMENT AND RELATED EXPENDITURE AND ON THE FINANCIAL COMPETENCY REGULATIONS:

**Delete Directive note once comment is completed** – Comment on the adequacy of training plans and the effectiveness of implementation at your municipality. Explain variances between actual and budgeted expenditure. Also comment on the adequacy of funding (e.g. is it intended to increase or decrease this level of spending in future years and how is the value of the training activity assessed?) Refer to MFMA Competency Regulations, the range of officials to which it relates and the deadline of 2013 by which it will become fully effective. Discuss the progress made on implementation at your municipality as reflected in T4.5.4 above.

T 4.5.4

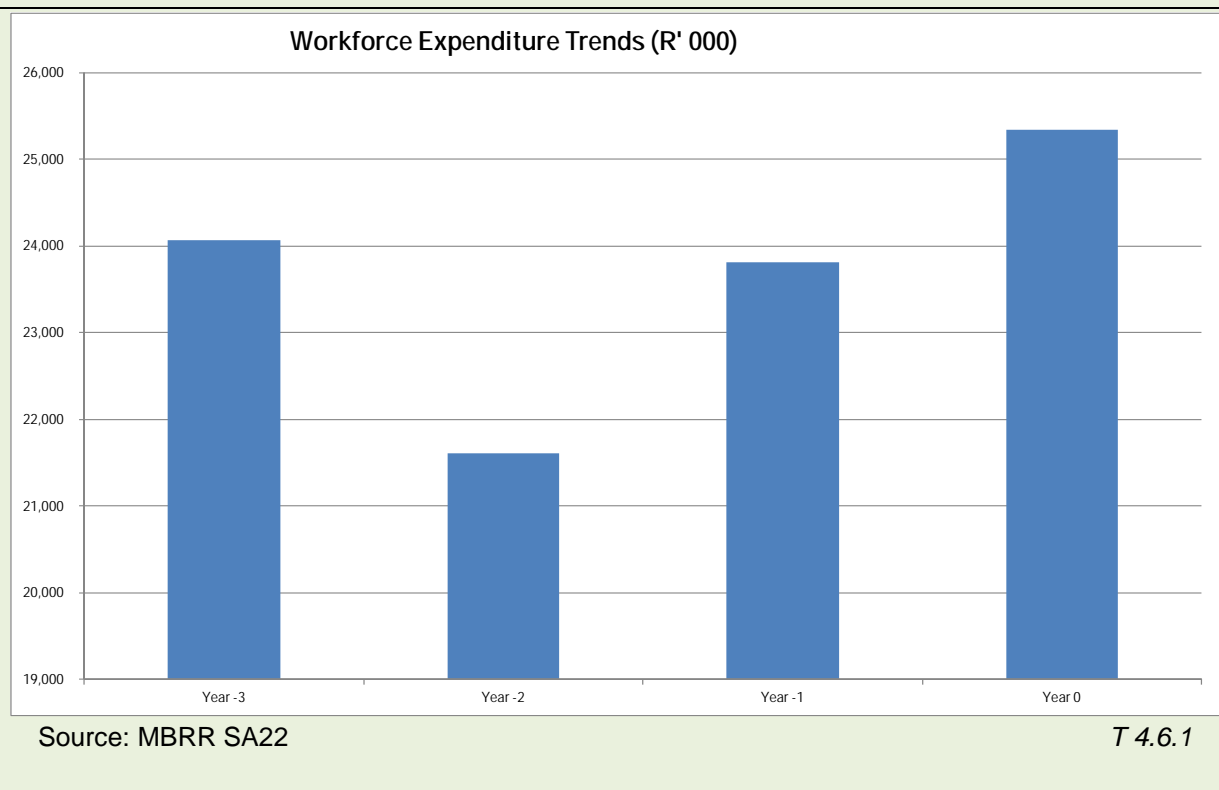
## COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

### INTRODUCTION TO WORKFORCE EXPENDITURE

**Delete Directive note once comment is completed** – Explain the importance of managing workforce expenditure, the pressures to overspend and how spending is controlled (e.g. within approved establishment and against budget and anticipated vacancy rates arising from turnover). Also explain how municipality seeks to obtain value for money from work force expenditure.

T 4.6.0

## 4.6 EMPLOYEE EXPENDITURE



# Chapter 4

## COMMENT ON WORKFORCE EXPENDITURE:

**Delete Directive note once comment is completed** – Explain the spending pattern in the context of the actual and two previous years plus the budget year. Refer to implications for workforce ratio in Chapter 5. Comment on factors influencing workforce expenditure during the year.

### T 4.6.1.1

Number Of Employees Whose Salaries Were Increased Due To Their Positions Being Upgraded		
Beneficiaries	Gender	Total
Lower skilled (Levels 1-2)	Female	NONE
	Male	NONE
Skilled (Levels 3-5)	Female	NONE
	Male	NONE
Highly skilled production (Levels 6-8)	Female	NONE
	Male	NONE
Highly skilled supervision (Levels9-12)	Female	NONE
	Male	NONE
Senior management (Levels13-16)	Female	NONE
	Male	NONE
MM and S 57	Female	NONE
	Male	NONE
Total		0
Those with disability are shown in brackets '(x)' in the 'Number of beneficiaries' column as well as in the numbers at the right hand side of the column (as		T 4.6.2

Employees Whose Salary Levels Exceed The Grade Determined By Job Evaluation				
Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Artisan Water	1	T9N12	PLN3	Historical
Refuse Removal	31	T3N6	PL14N4	Historical
Cleaners	11	T3N6	PL14N3	Historical

Employees appointed to posts not approved				
Department	Level	Date of appointment	No. appointed	Reason for appointment when no established post exist
NONE	NONE	NONE	NONE	NONE

COMMENT ON UPGRADED POSTS AND THOSE THAT ARE AT VARIANCE WITH NORMAL PRACTICE:

**Delete Directive note once comment is completed** – Comment on T4.6.2 as appropriate and give further explanations as necessary with respect to T4.6.3 and T4.6.4.

T 4.6.5

# Chapter 4

## DISCLOSURES OF FINANCIAL INTERESTS

**Delete Directive note once comment is completed** – Refer to disclosures made by officials and councillors concerning their financial interests as required by PM Regulations 805 of 2006 are set out in **Appendix J**. Make other comments as appropriate.

T 4.6.6

# Chapter 5

## CHAPTER 5 – FINANCIAL PERFORMANCE

### INTRODUCTION

Chapter 5 contains information regarding financial performance and highlights specific accomplishments. The chapter comprises of three components:

- Component A: Statement of Financial Performance
- Component B: Spending Against Capital Budget
- Component C: Other Financial Matters

**Delete Directive note once comment is completed** - Please explain how your municipality sought to contain inflationary pressures during the financial year. Take the 5 most expensive consultancy arrangements in year 0 and explain the costs, the reasons for the engagements and the results. Include such other introductory remarks as you wish.

T 5.0.1

## COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

### INTRODUCTION TO FINANCIAL STATEMENTS

*Note: Statements of Revenue Collection Performance by vote and by source are included at **Appendix K**.*

The statement of Financial Performance is a reflection on the performance of operational revenue and expenditure per source for the financial year being reported. The statement on annexure K shows a combined revenue collection at an amount of R 156 689 million which is an overcollection of R 23 557 million. Actual expenditure for the period is an amount of R 188 557 million.

T 5.1.0



# Chapter 5

## 5.1 STATEMENTS OF FINANCIAL PERFORMANCE

### Reconciliation of Table A1 Budget Summary

Description	Year 0											Year -1			
	Original Budget	Budget Adjustments (i.t.o. s28 and s31 of the MFMA)	Final adjustments budget	Shifting of funds (i.t.o. s31 of the MFMA)	Virement (i.t.o. Council approved policy)	Final Budget	Actual Outcome	Unauthorised expenditure	Variance	Actual Outcome as % of Final Budget	Actual Outcome as % of Original Budget	Reported unauthorised expenditure	Expenditure authorised in terms of section 32 of MFMA	Balance to be recovered	Restated Audited Outcome
R thousands	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<b>Financial Performance</b>															
Property rates	12 811	-	12 811			12 811	10 061		2 750	79%	79%				
Service charges	46 580	-	46 580			46 580	58 363		(11 783)	125%	125%				
Investment revenue	5	-	5			5	350		(345)	6998%	6998%				
Transfers recognised - operational	52 242	-	52 242			52 242	57 604		(5 362)	110%	110%				
Other own revenue	21 494	-	21 494			21 494	30 310		(8 816)	141%	141%				
<b>Total Revenue (excluding capital transfers and contributions)</b>						133 132	156 689		(23 557)	118%	118%				
Employee costs	50 965	-	50 965			50 965	58 577		(7 612)	115%	115%				
Remuneration of councillors	5 875	-	5 875			5 875	6 431		(556)	109%	109%				
Debt impairment	-	-	-			-	-		-						
Depreciation & asset impairment	26 816	-	26 816			26 816	26 729		87	100%	100%				
Finance charges	2 000	-	2 000			2 000	10 799		(8 799)	540%	540%				
Materials and bulk purchases	34 347	-	34 347			34 347	28 419		5 928	83%	83%				
Transfers and grants	-	-	-			-	-		-						
Other expenditure	61 429	-	61 429			61 429	57 602		3 827	94%	94%				
<b>Total Expenditure</b>						181 432	188 557		(7 125)	104%	104%				
<b>Surplus/(Deficit)</b>									-						

# Chapter 5

# Chapter 5

## COMMENT ON FINANCIAL PERFORMANCE:

Mamusa LM had budgeted an amount of R 68 689 on operating grants and subsidies and received a total of R 70 970 million. There is a variance of R 2 218 thousand made up of a transfer from the Dr Ruth Segomotsi Mompati of R 2 000 000 and R 218 000 from LGSETA.

T5.1.3

## 5.2 GRANTS

# Chapter 5

Grant Performance						
R' 000						
Description	Year -1	Year 0			Year 0 Variance	
	Actual	Budget	Adjustments Budget	Actual	Original Budget (%)	Adjustments Budget (%)
<b>Operating Transfers and Grants</b>						
National Government:	51 070	47 502	47 502	47 502		
Equitable share	51 070	47 502	47 502	47 502	0%	0%
Municipal Systems Improvement	-			-		
Department of Water Affairs	-			-		
Levy replacement	-			-		
Other transfers/grants [insert description]						
Provincial Government:	1 700	1 700	1 700	1 700		
Health subsidy	-			-		
Housing	-			-		
Ambulance subsidy	-			-		
Sports and Recreation	-			-		
Library	1 700	1 700	1 700	1 700	0%	0%
District Municipality:	-	-	-	2 000		
Donations and Contrubutions	-	-	-	2 000		
Other grant providers:	19 768	19 487	19 487	19 768		
MIG	15 897	15 897	15 897	15 897	0%	0%
LG SETA	281			281		
EPWP	1 245	1 245	1 245	1 245	0%	0%
FMG	2 345	2 345	2 345	2 345	0%	0%
<b>Total Operating Transfers and Grants</b>	<b>72 538</b>	<b>68 689</b>	<b>68 689</b>	<b>70 970</b>		
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.						
Full list of provincial and national grants available from published gazettes.						
T 5.2.1						

## COMMENT ON OPERATING TRANSFERS AND GRANTS:

*Note: For Municipal Infrastructure Grant (MIG) see T5.8.3. For other conditional transfers including Neighborhood Development Partnership Grant (NDPG); Public Transport Infrastructure and Systems Grant (PITS) see **Appendix L**.*

**Delete Directive note once comment is completed** – Comment on the variances in the above table and other and indicate high value projects & total the remaining project.

T 5.2.2

# Chapter 5

Grants Received From Sources Other Than Division of Revenue Act (DoRA)						
Details of Donor	Actual Grant Year -1	Actual Grant Year 0	Year 0 Municipal Contribution	Date Grant terminates	Date Municipal contribution terminates	Nature and benefit from the grant received, include description of any contributions in kind
<b>Parastatals</b>						
A - "Project 1"						
A - "Project 2"						
B - "Project 1"						
B - "Project 2"						
<b>Foreign Governments/Development Aid Agencies</b>						
A - "Project 1"						
A - "Project 2"						
B - "Project 1"						
B - "Project 2"						
<b>Private Sector / Organisations</b>						
A - "Project 1"						
A - "Project 2"						
B - "Project 1"						
B - "Project 2"						
Provide a comprehensive response to this schedule						T 5.2.3

## COMMENT ON CONDITIONAL GRANTS AND GRANT RECEIVED FROM OTHER SOURCES:

**Delete Directive note once comment is completed** – Use this box to provide additional information on grant benefits or conditions and reason for acceptance. Please also provide comments on grant surrendered to the National Revenue Fund with reasons that led to this.

T 5.2.4

## 5.3 ASSET MANAGEMENT

### INTRODUCTION TO ASSET MANAGEMENT

**Delete Directive note once comment is completed** - Provide a brief overview on Asset Management as practiced within your organisation and outline the key elements of your Asset Management Policy. Explain how asset management is organised, the staff involved and the key delegations. Describe key issues under development. Indicate the approach to capacity development for this activity. Refer to the illustrations of asset management approach in relation to the new assets set out below.

T 5.3.1

# Chapter 5

TREATMENT OF THE THREE LARGEST ASSETS ACQUIRED YEAR 0				
Asset 1				
Name	Road Network			
Description	Paving Blocks			
Asset Type	Roads			
Key Staff Involved	Technical Services			
Staff Responsibilities	Technical Services			
	Year -3	Year -2	Year -1	Year 0
Asset Value	2015/16	2016/17	2017/18	2018/19
Capital Implications	MIG Grant			
Future Purpose of Asset	Service Delivery_ Access Roads			
Describe Key Issues	To establish Access roads for community			
Policies in Place to Manage Asset	Yes			
Asset 2				
Name	Electricity Network			
Description	Highmast Lights			
Asset Type	Electrification			
Key Staff Involved	Technical Services			
Staff Responsibilities	Technical Services			
	Year -3	Year -2	Year -1	Year 0
Asset Value	2015/16	2016/17	2017/18	2018/19
Capital Implications	MIG Grant			
Future Purpose of Asset	Service Delivery_ To have enough lighting and reduce crime by visibility			
Describe Key Issues	To have enough lighting and reduce crime by visibility			
Policies in Place to Manage Asset	Yes			
Asset 3				
Name	Community Building			
Description	Community Hall			
Asset Type	Community Asset			
Key Staff Involved	Community Services Department			
Staff Responsibilities	Community Services Department			
	Year -3	Year -2	Year -1	Year 0
Asset Value	2015/16	2016/17	2017/18	2018/19
Capital Implications	MIG Grant			
Future Purpose of Asset	Service Delivery_ To be utilised by the community			
Describe Key Issues	To be utilised by the community			
Policies in Place to Manage Asset	Yes			
				T 5.3.2

# Chapter 5

## COMMENT ON ASSET MANAGEMENT:

MBRR Table A9

T 5.3.3

Repair and Maintenance Expenditure: Year 0				
				R' 000
	Original Budget	Adjustment Budget	Actual	Budget variance
Repairs and Maintenance Expenditure	-6875000	-6875000	-3891543	43%
				T 5.3.4

## COMMENT ON REPAIR AND MAINTENANCE EXPENDITURE:

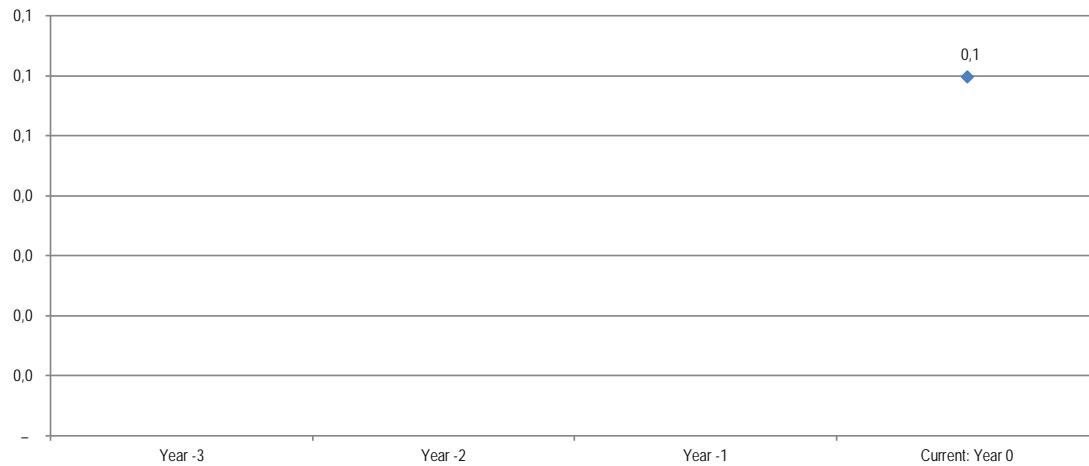
**Delete Directive note once comment is completed** – Comment on adequacy of Repair & Maintenance Expenditure and variances show in T5.3.4 above and on the implications of the proportion of operating budget spend on repairs and maintenance over the past four years set out below. Note that the repairs and maintenance expenditure in T5.3.4 must reconcile with the operational repairs and maintenance expenditure for all services set out in Chapter 3.

T 5.3.4.1

# Chapter 5

## 5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

### Liquidity Ratio



Liquidity Ratio – Measures the municipality's ability to pay its bills and is calculated by dividing the monetary assets (due within one year ) by the municipality's current liabilities. A higher ratio is better.

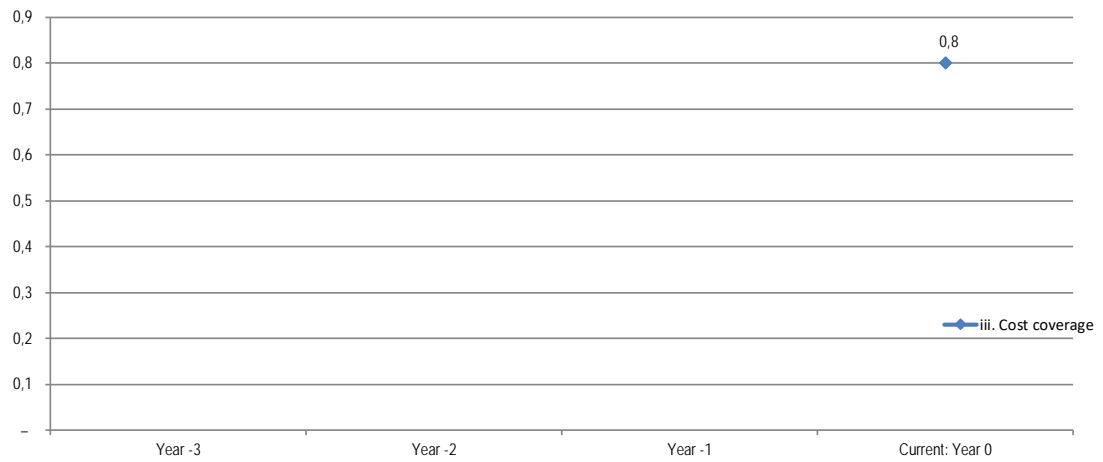
Data used from MBRR SA8

T 5.4.1



# Chapter 5

## Cost Coverage



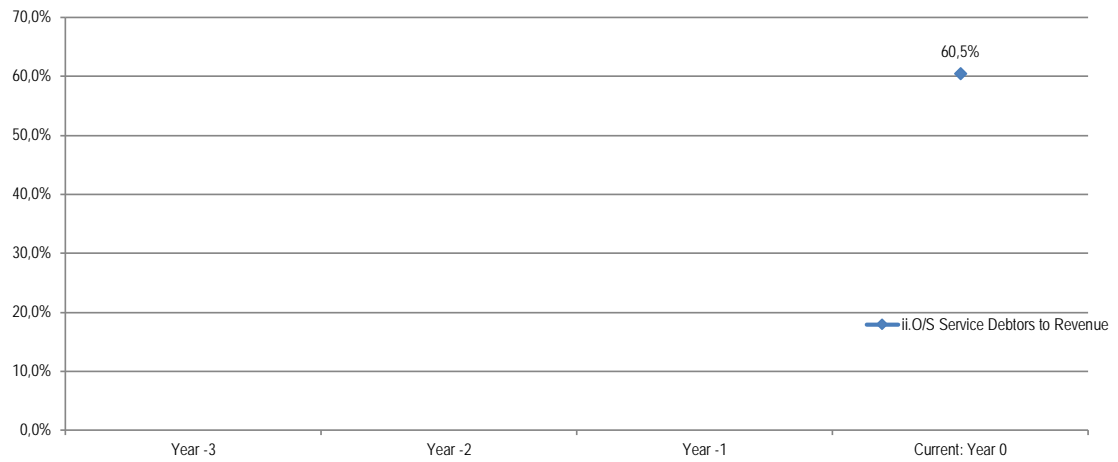
Cost Coverage– It explains how many months expenditure can be covered by the cash and other liquid assets available to the Municipality excluding utilisation of grants and is calculated

Data used from MBRR SA8

T 5.4.2

# Chapter 5

## Total Outstanding Service Debtors



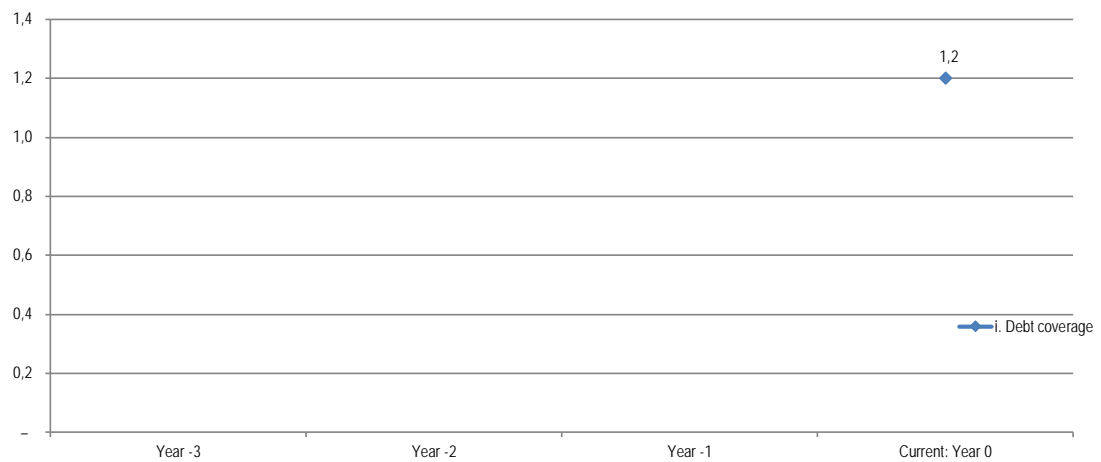
Total Outstanding Service Debtors – Measures how much money is still owed by the community for water, electricity, waste removal and sanitation compared to how much money has been paid for these services. It is calculated by dividing the total outstanding debtors by the total annual revenue. A lower score is better.

Data used from MBRR SA8

T 5.4.3

# Chapter 5

## Debt Coverage

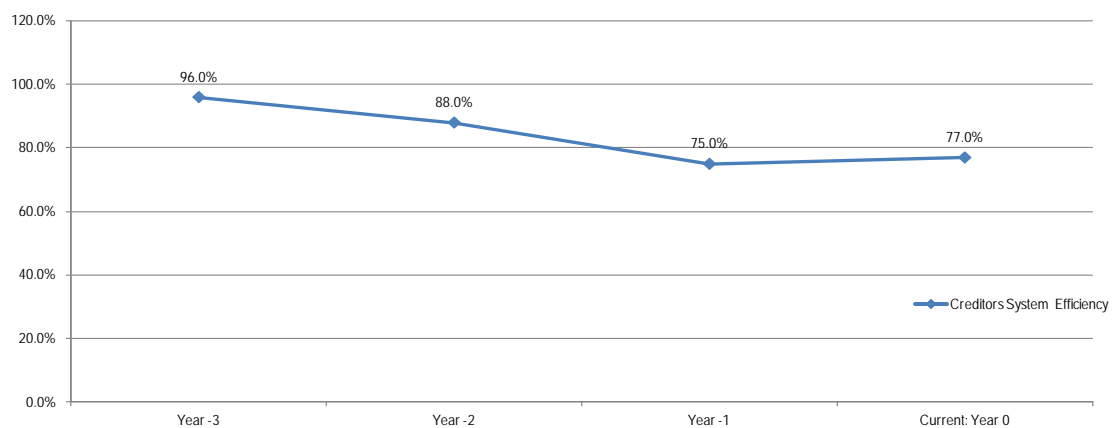


Debt Coverage– The number of times debt payments can be accommodated within Operating revenue (excluding grants) . This in turn represents the ease with which debt payments can be accommodated by the municipality

Data used from MBRR SA8

T 5.4.4

## Creditors System Efficiency



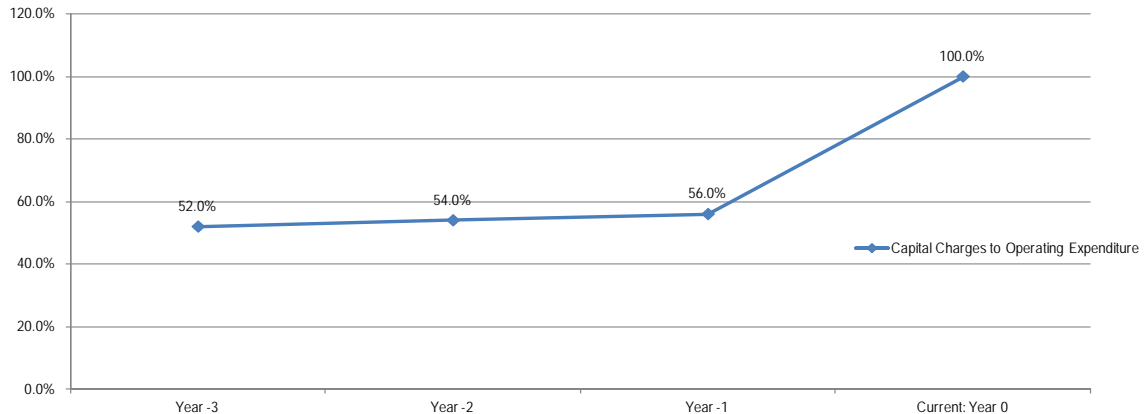
Creditor System Efficiency– The proportion of creditors paid within terms (i.e. 30 days). This ratio is calculated by outstanding trade creditors divided by credit purchases

Data used from MBRR SA8

# Chapter 5

T 5.4.5

## Capital Charges to Operating Expenditure

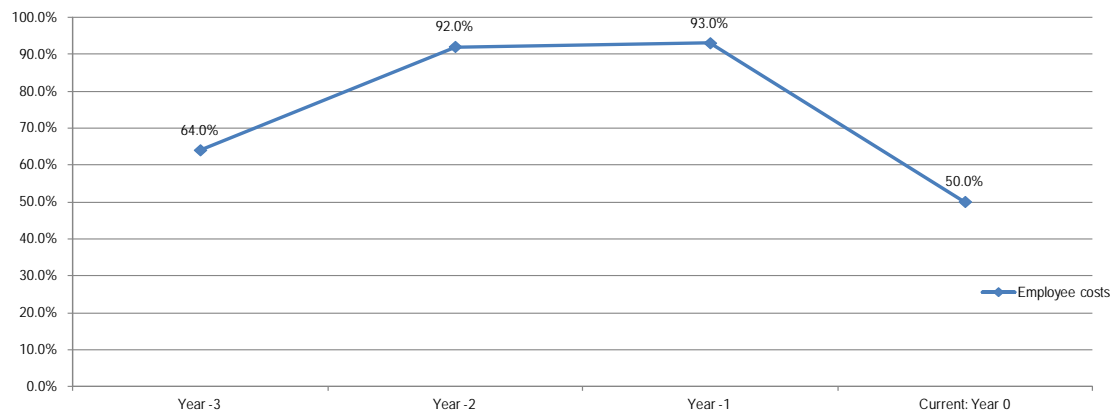


Capital Charges to Operating Expenditure ratio is calculated by dividing the sum of capital interest and principle paid by the total operating expenditure.

Data used from MBRR SA8

T 5.4.6

## Employee Costs



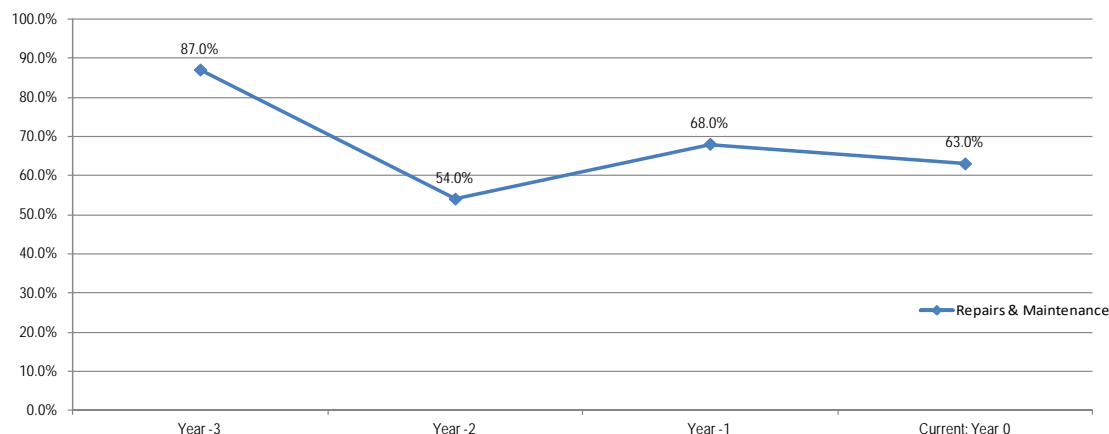
Employee cost – Measures what portion of the revenue was spent on paying employee costs. It is calculated by dividing the total employee cost by the difference between total revenue and capital revenue.

Data used from MBRR SA8

T 5.4.7

# Chapter 5

## Repairs & Maintenance



Repairs and Maintenance – This represents the proportion of operating expenditure spent and is calculated by dividing the total repairs and maintenance.

Data used from MBRR SA8

T 5.4.8

### COMMENT ON FINANCIAL RATIOS:

The Municipality does not have enough current assets to pay for their current liabilities as they become due and payable. It is not able to pay its creditors within 30 days as required by MFMS s65 and due to adverse cash flow position. The position is further caused by the long period it takes the Municipality to recover debtors from consumers due to low economy rate of the community

T 5.4.9

## COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

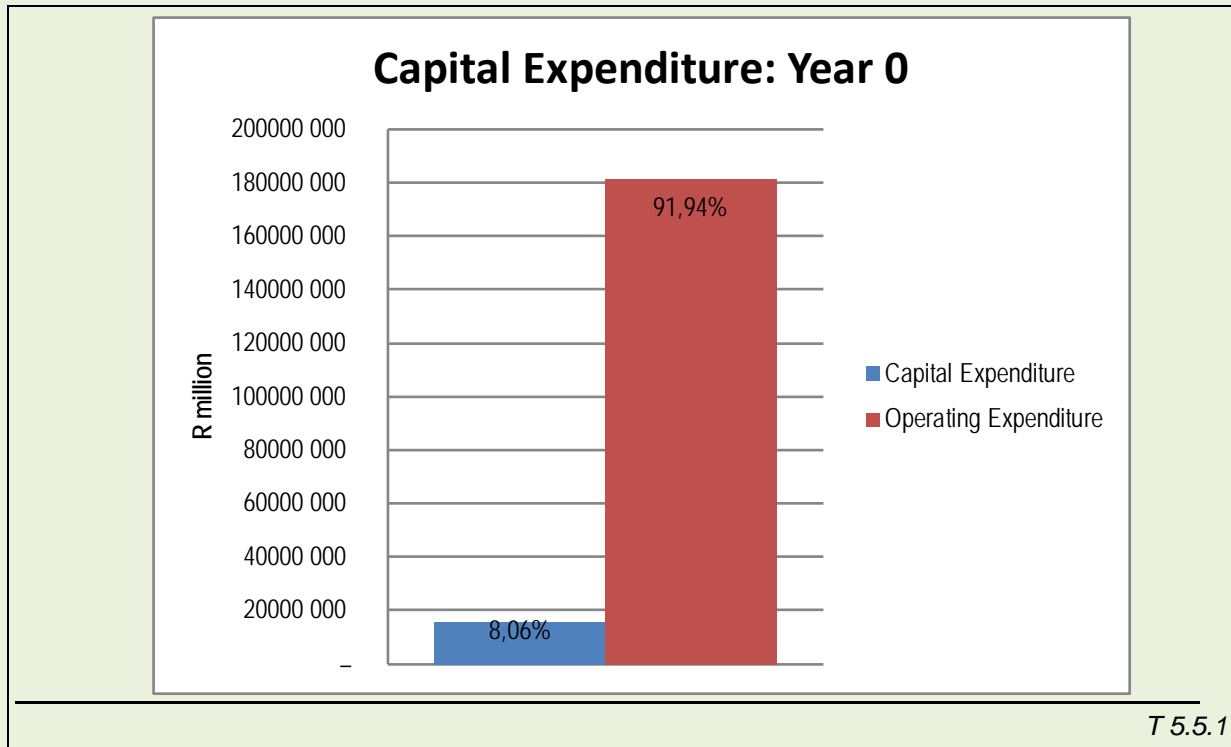
### INTRODUCTION TO SPENDING AGAINST CAPITAL BUDGET

**Delete Directive note once comment is completed** – Capital expenditure relates mainly to construction projects that will have value lasting over many years. Capital expenditure is funded from grants, borrowings and operating expenditures and surpluses. Component B deals with capital spending indicating where the funding comes from and whether Municipalities are able to spend the available funding as planned. In this component it is important to indicate the different sources of funding as well as how these funds are spending. Highlight the 5 largest projects (see T5.7.1) and indicate what portion of the capital budget they use. In the introduction briefly refer to these key aspects of capital expenditure (usually relating to new works and renewal projects) and to **Appendices M** (relating to the new works and renewal programmes), **N** (relating to the full programme of full capital projects, and **O** (relating to the alignment of projects to wards).

# Chapter 5

T 5.5.0

## 5.5 CAPITAL EXPENDITURE



# Chapter 5

## 5.6 SOURCES OF FINANCE

# Chapter 5

R million	Original Budget	Adjustment Budget	Un-audited Full Year Total	Original Budget variance	Adjusted Budget Variance
Capital Expenditure	16	16	7	53,9%	53,9%
	16	16	-	100,0%	100,0%
Operating Expenditure	181	181	133	26,8%	26,8%
	181	181	133	26,8%	26,8%
<b>Total expenditure</b>	<b>197</b>	<b>197</b>	<b>133</b>	<b>32,7%</b>	<b>32,7%</b>
Water and sanitation	15	15		100,0%	100,0%
Electricity	33	33		100,0%	100,0%
Housing	7	7	-	100,0%	100,0%
Roads, Pavements, Bridges and storm water	6	6	-	100,0%	100,0%
Other	-	-	-	-	-
	61	61	-	100,0%	100,0%
External Loans	-	-	31		
Internal contributions	-	-	-		
Grants and subsidies	52	52	50	3,5%	3,5%
Other	5	5	41	-713,1%	-713,1%
	57	57	123	-114,1%	-114,1%
External Loans	-	-	-		
Grants and subsidies	52	52	50	3,5%	3,5%
Investments Redeemed	-	-	-		
Statutory Receipts (including VAT)	-	-	-		
Other Receipts	5	5	41	-713,1%	-713,1%
	57	57	92	-60,0%	-60,0%
Salaries, wages and allowances					
Cash and creditor payments	107	107	110	-3,2%	-3,2%
Capital payments	16	16	7	53,9%	53,9%
Investments made	-	-	-		
External loans repaid	-	-	-		
Statutory Payments (including VAT)	-	-	-		
Finance Charges	1	1	-	100,0%	100,0%
	124	124	117	5,2%	5,2%
	Original Budget	Adjustment Budget	Un-audited Full Year Total	Original Budget variance	Adjusted Budget Variance
Property rates	13	13	7	47,1%	47,1%
Service charges	47	47	14	68,9%	68,9%
Other own revenue	21	21	8	63,9%	63,9%
	81	81	29	64,1%	64,1%
Employee related costs	51	51	44	13,2%	13,2%
Provision for working capital	-	-	-		
Repairs and maintenance	7	7	4	43,4%	43,4%
Bulk purchases	27	27	18	34,5%	34,5%
Other expenditure	61	61	44	28,7%	28,7%
	147	147	110	25,1%	25,1%
Service charges: Electricity	29	29	11	61,3%	61,3%
Grants & subsidies: Electricity	-	-	-		
Other revenue: Electricity	-	-	-		
	29	29	11	61,3%	61,3%
Employee related costs: Electricity					
Provision for working capital: Electricity					
Repairs and maintenance: Electricity	7	7	-	100,0%	100,0%
Bulk purchases: Electricity	27	27	18	34,5%	34,5%
Other expenditure: Electricity	11	11	39	-248,4%	-248,4%
	46	46	57	-25,3%	-25,3%
Service charges: Water	6	6	2	67,6%	67,6%
Grants & subsidies: Water	-	-	-		
Other revenue: Water	-	-	-		
	6	6	2	67,6%	67,6%
Employee related costs: Water	-	-	-		
Provision for working capital: Water	-	-	-		
Repairs and maintenance: Water	-	-	-		
Bulk purchases: Water	-	-	-		
Other expenditure: Water	-	-	-		
	156	156	157	0,1%	0,1%

FINANCIAL PERFORMANCE

Txxx



# Chapter 5

## COMMENT ON SOURCES OF FUNDING:

**Delete Directive note once comment is completed** – Explain any variations from the approved budget of more than 10% and discuss the total capital expenditure as a viable proportion of total expenditure.

T 5.6.1.1

# Chapter 5

## 5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS

Capital Expenditure of 5 largest projects*					
R' 000					
Name of Project	Current: Year 0			Variance: Current Year 0	
	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance (%)	Adjustment variance (%)
A - Name of Project	26,000	26,500	25,700	1%	-2%
B - Name of Project	19,500	19,750	19,900	-2%	-1%
C - Name of Project	15,700	15,700	15,500	1%	0%
D - Name of Project	12,000	11,800	11,700	3%	2%
E - Name of Project	11,500	11,000	11,250	2%	4%
* Projects with the highest capital expenditure in Year 0					
Name of Project - A					
Objective of Project					
Delays					
Future Challenges					
Anticipated citizen benefits					
Name of Project - B					
Objective of Project					
Delays					
Future Challenges					
Anticipated citizen benefits					
Name of Project - C					
Objective of Project					
Delays					
Future Challenges					
Anticipated citizen benefits					
Name of Project - D					
Objective of Project					
Delays					
Future Challenges					
Anticipated citizen benefits					
Name of Project - E					
Objective of Project					
Delays					
Future Challenges					
Anticipated citizen benefits					
T 5.7.1					

COMMENT ON CAPITAL PROJECTS:

# Chapter 5

**Delete Directive note once comment is completed** - Provide information in the template above on the 5 largest projects, ranked according to their approved budget provision year 0. Comment on the variance between the original and adjustment budgets and on availability of future Budget provision to operate the projects and lessons learnt in the year about capital project implementation on time to budget.

T 5.7.1.1

## 5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

### INTRODUCTION TO BASIC SERVICE AND INFRASTRUCTURE BACKLOGS

**Delete Directive note once comment is completed** – Explain that need and cost of backlogs are the result of migration into an area; migration out of an area; the trend towards disaggregation of families into more than one housing unit; and the cost of renewing and upgrading core infrastructure. Explain how this balance effects net demand in your municipality and how your municipality is responding to the challenges created.

T 5.8.1

Service Backlogs as at 30 June Year 0				
	*Service level above minimum standard		**Service level below minimum standard	
	No. HHs	% HHs	No. HHs	% HHs
Water		%		%
Sanitation		%		%
Electricity		%		%
Waste management		%		%
Housing		%		%
% HHs are the service above/below minimum standard as a proportion of total HHs. 'Housing' refers to * formal and ** informal settlements.				

T 5.8.2

# Chapter 5

Municipal Infrastructure Grant (MIG)* Expenditure Year 0 on Service backlogs						R' 000
Details	Budget	Adjustments Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Budget	Adjustments Budget	
Infrastructure - Road transport				%	%	
Roads, Pavements & Bridges				%	%	
Storm water				%	%	
Infrastructure - Electricity				%	%	
Generation				%	%	
Transmission & Reticulation				%	%	
Street Lighting				%	%	
Infrastructure - Water				%	%	
Dams & Reservoirs				%	%	
Water purification				%	%	
Reticulation				%	%	
Infrastructure - Sanitation				%	%	
Reticulation				%	%	
Sewerage purification				%	%	
Infrastructure - Other				%	%	
Waste Management				%	%	
Transportation				%	%	
Gas				%	%	
Other Specify:				%	%	
				%	%	
				%	%	
				%	%	
Total				%	%	
<p>* MIG is a government grant program designed to fund a reduction in service backlogs, mainly: Water; Sanitation; Roads; Electricity. Expenditure on new, upgraded and renewed infrastructure is set out at Appendix M; note also the calculation of the variation. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.</p>						T 5.8.3

## COMMENT ON BACKLOGS:

**Delete Directive note once comment is completed** - Comment on how MIG grants have been utilised to redress the backlogs and on the variances in T 5.8.3. If appropriate, comment that **Appendix P** contains details of schools and clinics that have been established that do not have ready access to one or more basic services and **Appendix Q** contains details of those services provided by other spheres of government (whether the municipality is involved on an agency basis or not) that carry significant backlogs.

T 5.8.4

# Chapter 5

## COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

### INTRODUCTION TO CASH FLOW MANAGEMENT AND INVESTMENTS

**Delete Directive note once comment is completed** – Give a brief comment on the importance of cash flow management. Refer to the scope of this activity as indicated in this component and what you regard as the key management features of your municipality's approach. Refer to any other cash flow issues of current relevance to your municipality that are not adequately provided for in the format of this component.

T 5.9

# Chapter 5

## 5.9 CASH FLOW

### COMMENT ON CASH FLOW OUTCOMES:

**Delete Directive note once comment is completed** - Supply a brief summary about the cash flow status of the municipality. Explain variances from Original and Adjustment Budget to Actual. Include information on operating activities and what effect they had on cash flow and on cash backing of surpluses. Information regarding cash flow may be sourced from **Table A7 of the MBRR**.

T 5.9.1.1

## 5.10 BORROWING AND INVESTMENTS

### INTRODUCTION TO BORROWING AND INVESTMENTS

**Delete Directive note once comment is completed** – Explain briefly the relevance of borrowing and investments to your municipality with reference to the tables below and your municipality's requirements in the year. Information may be sourced from **table SA3 AND SA15 in the MBRR**.

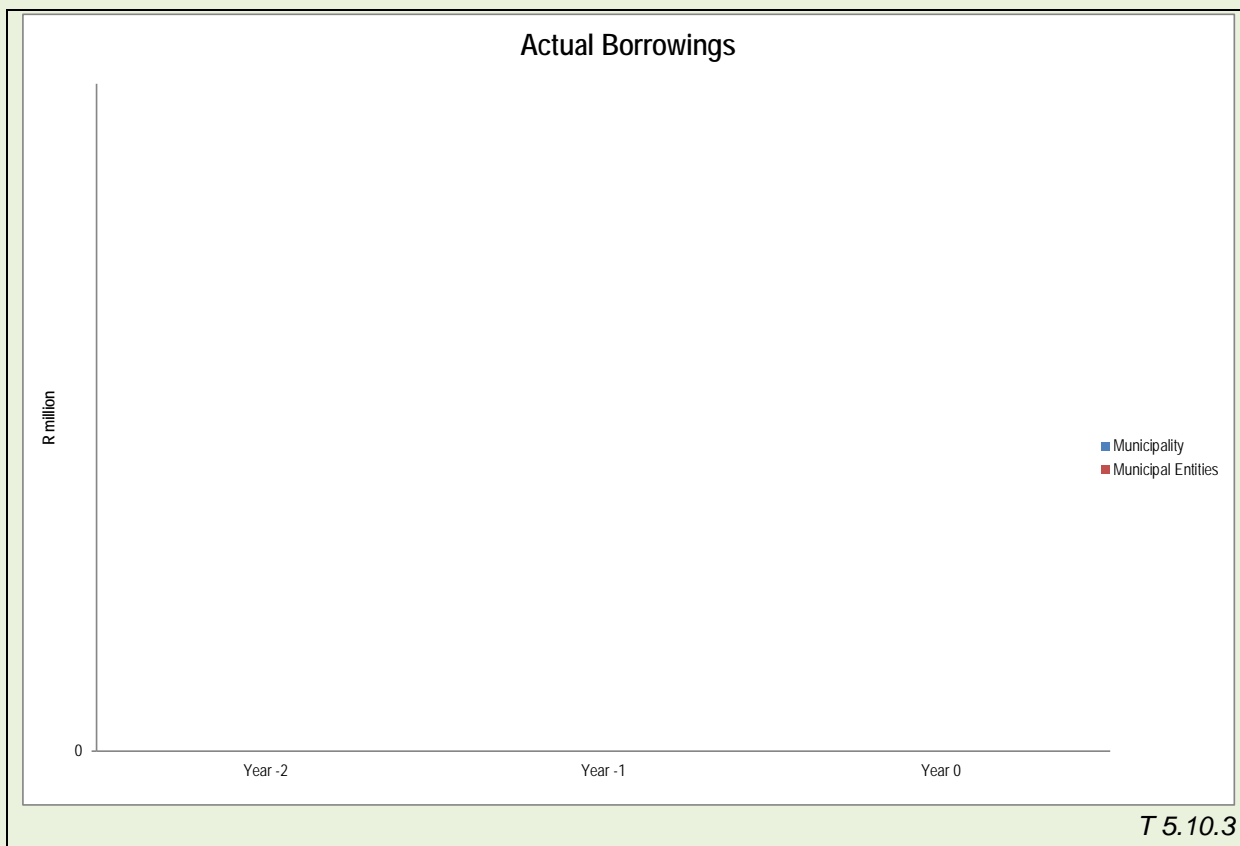
T 5.10.1

# Chapter 5

Actual Borrowings: Year -2 to Year 0			
			R' 000
Instrument	Year -2	Year -1	Year 0
<b>Municipality</b>			
Long-Term Loans (annuity/reducing balance)			
Long-Term Loans (non-annuity)			
Local registered stock			
Instalment Credit			
Financial Leases		313340	562667
PPP liabilities			
Finance Granted By Cap Equipment Supplier			
Marketable Bonds			
Non-Marketable Bonds			
Bankers Acceptances			
Financial derivatives			
Other Securities			
<b>Municipality Total</b>	0	313 340	562 667
<b>Municipal Entities</b>			
Long-Term Loans (annuity/reducing balance)			
Long-Term Loans (non-annuity)			
Local registered stock			
Instalment Credit			
Financial Leases			
PPP liabilities			
Finance Granted By Cap Equipment Supplier			
Marketable Bonds			
Non-Marketable Bonds			
Bankers Acceptances			
Financial derivatives			
Other Securities			
<b>Entities Total</b>	0	0	0

T 5.10.2

# Chapter 5





# Chapter 5

Municipal and Entity Investments			
			R' 000
Investment* type	Year -2	Year -1	Year 0
	Actual	Actual	Actual
<b><u>Municipality</u></b>			
Securities - National Government			
Listed Corporate Bonds			
Deposits - Bank			
Deposits - Public Investment Commissioners			
Deposits - Corporation for Public Deposits			
Bankers Acceptance Certificates			
Negotiable Certificates of Deposit - Banks			
Guaranteed Endowment Policies (sinking)			
Repurchase Agreements - Banks			
Municipal Bonds			
Other			
<b>Municipality sub-total</b>	0	0	0
<b><u>Municipal Entities</u></b>			
Securities - National Government			
Listed Corporate Bonds			
Deposits - Bank			
Deposits - Public Investment Commissioners			
Deposits - Corporation for Public Deposits			
Bankers Acceptance Certificates			
Negotiable Certificates of Deposit - Banks			
Guaranteed Endowment Policies (sinking)			
Repurchase Agreements - Banks			
Other			
<b>Entities sub-total</b>	0	0	0
<b>Consolidated total:</b>	0	0	0
			T 5.10.4

# Chapter 5

## COMMENT ON BORROWING AND INVESTMENTS:

**Delete Directive note once comment is completed** – Make clarifying comments on the above tables as necessary. All investments whether in the form of loans (in cash or kind) made by the municipality but not to one or more of the organisations set out above and all grants (in cash or kind) made to any form of organisation **must** be set out in full at **Appendix R**.

T 5.10.5

## 5.11 PUBLIC PRIVATE PARTNERSHIPS

### PUBLIC PRIVATE PARTNERSHIPS

**Delete Directive note once comment is completed** - Provide overview of agreements, contracts and projects undertaken during the year through PPP's – Refer to further details of PPP details **Appendix H. Table SA3 (MBRR)** may also be used to gain information on PPP's.

T 5.11.1

## COMPONENT D: OTHER FINANCIAL MATTERS

## 5.12 SUPPLY CHAIN MANAGEMENT

### SUPPLY CHAIN MANAGEMENT

The municipality has an approved SCM policy and need to be updated with the new regulations. In terms of the implementation of SCM policy and regulations, the municipality has not been doing well. This is partially due to the unit operating without Head of the SCM and also officials have not attended SCM capacity building workshops to strengthen the unit. Furthermore, Bid Committees (Specification, Evaluation and Adjudication) have never been trained/workshopped on SCM guidelines, Policy and Regulations

The SCM unit has three officials and of those three, only one meet the minimum competence as required by MFMA Competency Regulation Guideline.

T 5.12.1

## 5.13 GRAP COMPLIANCE

### GRAP COMPLIANCE

GRAP is the acronym for **G**enerally **R**ecognized **A**ccounting **P**ractice and it provides the rules by which municipalities are required to maintain their financial accounts. Successful GRAP compliance will ensure that municipal accounts are comparable and more informative for the municipality. It will also

# Chapter 5

ensure that the municipality is more accountable to its citizens and other stakeholders. Information on GRAP compliance is needed to enable National Treasury to assess the pace of progress and consider the implications.

**Delete Directive note once comment is completed** – Follow the above with information on progress with GRAP compliance at your municipality. Detail any instances where the municipality has deviated from the GRAP standards currently applicable.

T 5.13.1

# Chapter 6

## CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

### INTRODUCTION

Note: The Constitution S188 (1) (b) states that the functions of the Auditor-General includes the auditing and reporting on the accounts, financial statements and financial management of all municipalities. MSA section 45 states that the results of performance measurement... must be audited annually by the Auditor-General.

**Delete Directive note once comment is completed** - Refer to the Annual Financial Statements set out in Volume II and the timescale for the audit of these accounts and the audit of performance and the production of reports on these matters by the Auditor General as set out in this Chapter. If this is the version of the annual report presented to Council in September then the Auditor-Generals statements on this year's submissions will not be available for inclusion in this Chapter and this should be explained.

T 6.0.1

## COMPONENT A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS YEAR -1

### 6.1 AUDITOR GENERAL REPORTS YEAR -1 (PREVIOUS YEAR)

Auditor-General Report on Financial Performance: Year -1	
Audit Report Status*:	
Non-Compliance Issues	Remedial Action Taken
Note:*The report status is supplied by the Auditor General and ranges from unqualified (at best); to unqualified with other matters specified; qualified; adverse; and disclaimed (at worse)	
T 6.1.1	

Auditor-General Report on Service Delivery Performance: Year -1	
Audit Report Status:	
Non-Compliance Issues	Remedial Action Taken
T 6.1.2	

# Chapter 6

## COMPONENT B: AUDITOR-GENERAL OPINION YEAR 0 (CURRENT YEAR)

### 6.2 AUDITOR GENERAL REPORT YEAR 0

Auditor-General Report on Financial Performance Year 0*	
Status of audit report:	
Non-Compliance Issues	Remedial Action Taken
<i>Note: * The report's status is supplied by the Auditor General and ranges from unqualified (at best); to unqualified with other matters specified; qualified; adverse; and disclaimed (at worse). This table will be completed prior to the publication of the Annual report but following the receipt of the Auditor- General Report on Financial Performance Year 0.</i>	
	T 6.2.1

Auditor-General Report on Service Delivery Performance: Year 0*	
Status of audit report**:	
Non-Compliance Issues	Remedial Action Taken
<i>* This table will be completed prior to the publication of the Annual report but following the receipt of the Auditor- General Report on Service Delivery Performance Year 0</i>	
<i>** Inclusion of "Status" depends on nature of AG's remarks on Performance Data.</i>	
	T 6.2.2

AUDITOR GENERAL REPORT ON THE FINANCIAL STATEMENTS: YEAR 0
<b><u>Delete Directive note once comment is completed</u></b> - Attach report.
T 6.2.3

COMMENTS ON AUDITOR-GENERAL'S OPINION YEAR 0:
<b><u>Delete Directive note once comment is completed</u></b> - Provide comments from the Municipal Manager / CFO on the Auditor-General's opinion. Include comments on year 0 if it provides useful context.
T 6.2.4

COMMENTS ON MFMA SECTION 71 RESPONSIBILITIES:
Section 71 of the MFMA requires municipalities to return a series of financial performance data to the National Treasury at specified intervals throughout the year. The Chief Financial Officer states that these data sets have been returned according to the reporting requirements.
Signed (Chief Financial Officer)..... Dated
T 6.2.5

# GLOSSARY

## GLOSSARY

<b>Accessibility indicators</b>	Explore whether the intended beneficiaries are able to access services or outputs.
<b>Accountability documents</b>	Documents used by executive authorities to give “ <i>full and regular</i> ” reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports.
<b>Activities</b>	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe “ <i>what we do</i> ”.
<b>Adequacy indicators</b>	The quantity of input or output relative to the need or demand.
<b>Annual Report</b>	A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.
<b>Approved Budget</b>	The annual financial statements of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.
<b>Baseline</b>	Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
<b>Basic municipal service</b>	A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.
<b>Budget year</b>	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
<b>Cost indicators</b>	The overall cost or expenditure of producing a specified quantity of outputs.
<b>Distribution indicators</b>	The distribution of capacity to deliver services.
<b>Financial Statements</b>	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.
<b>General performance indicators</b>	<b>Key</b> After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.

# GLOSSARY

<b>Impact</b>	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
<b>Inputs</b>	All the resources that contribute to the production and delivery of outputs. Inputs are "what we use to do the work". They include finances, personnel, equipment and buildings.
<b>Integrated Development Plan (IDP)</b>	Set out municipal goals and development plans.
<b>National Key performance areas</b>	<ul style="list-style-type: none"> <li>• Service delivery &amp; infrastructure</li> <li>• Economic development</li> <li>• Municipal transformation and institutional development</li> <li>• Financial viability and management</li> <li>• Good governance and community participation</li> </ul>
<b>Outcomes</b>	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are "what we wish to achieve".
<b>Outputs</b>	The final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver". An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that contributes to the achievement of a Key Result Area.
<b>Performance Indicator</b>	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered)
<b>Performance Information</b>	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
<b>Performance Standards:</b>	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMDS performance standards are divided into indicators and the time factor.

# GLOSSARY

<b>Performance Targets:</b>	The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.
<b>Service Delivery Budget Implementation Plan</b>	Detailed plan approved by the mayor for implementing the municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
<b>Vote:</b>	<p>One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area.</p> <p>Section 1 of the MFMA defines a "vote" as:</p> <p><i>a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and</i></p> <p><i>b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned</i></p>



# APPENDICES

## APPENDICES

### APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time / Part Time	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non- attendance
	FT/PT			%	%
Note: * Councillors appointed on a proportional basis do not have wards allocated to them					T A

Concerning T A

**Delete Directive note before publication:** Provide comments on the above table.

T A.1



# APPENDICES

## APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE

Third Tier Structure	
Directorate	Director/Manager (State title and name)
Municipal Manager	Mr MJ Ratlhogo
Chief Financial Officer	Mr IP Lekawa
Director Corporate Services	Ms LM Ramorola
Director Community Services	Mrs DE Mokoma
Director Technical Services	Mr P Mdhuli
Use as a spill-over schedule if top 3 tiers cannot be accomodated in chapter 2 (T2.2.2).	
	TC

# APPENDICES

## APPENDIX D – FUNCTIONS OF MUNICIPALITY / ENTITY

Municipal / Entity Functions		
MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No)*	Function Applicable to Entity (Yes / No)
<b>Constitution Schedule 4, Part B functions:</b>		
Air pollution		
Building regulations		
Child care facilities		
Electricity and gas reticulation		
Firefighting services		
Local tourism		
Municipal airports		
Municipal planning		
Municipal health services		
Municipal public transport		
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law		
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto		
Stormwater management systems in built-up areas		
Trading regulations		
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems		
Beaches and amusement facilities		
Billboards and the display of advertisements in public places		
Cemeteries, funeral parlours and crematoria		
Cleansing		
Control of public nuisances		
Control of undertakings that sell liquor to the public		
Facilities for the accommodation, care and burial of animals		
Fencing and fences		
Licensing of dogs		
Licensing and control of undertakings that sell food to the public		
Local amenities		
Local sport facilities		
Markets		
Municipal abattoirs		
Municipal parks and recreation		
Municipal roads		
Noise pollution		
Pounds		
Public places		
Refuse removal, refuse dumps and solid waste disposal		
Street trading		
Street lighting		
Traffic and parking		
<i>* If municipality: indicate (yes or No); * If entity: Provide name of entity</i>		T D



# APPENDICES

## APPENDIX F – WARD INFORMATION

Ward Title: Ward Name (Number)				
Capital Projects: Seven Largest in Year 0 (Full List at Appendix O)				
No.	Project Name and detail	Start Date	End Date	Total Value R' 000
				T F.1

Basic Service Provision					
Detail	Water	Sanitation	Electricity	Refuse	Housing
Households with minimum service delivery					
Households without minimum service delivery					
Total Households*					
Houses completed in year					
Shortfall in Housing units					
*Including informal settlements					T F.2

Top Four Service Delivery Priorities for Ward (Highest Priority First)		
No.	Priority Name and Detail	Progress During Year 0
		T F.3

ELECTED WARD MEMBERS (STATING NUMBER OF MEETING ATTENDED – MAXIMUM 12 MEETINGS)
Names: xxx (8); xxx (7)...
T F.3







# APPENDICES

## APPENDIX I – MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE

Municipal Entity/Service Provider Performance Schedule									
Name of Entity & Purpose  (i)	(a) Service Indicators	Year 0		Year 1			Year 2	Year 3	
	(b) Service Targets (ii)	Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Note: This statement should include no more than the top four priority indicators. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; *'Current Year' refers to the targets set in the Year 0 Budget/IDP round. *'Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets must be fundable within approved budget provision. In column (ii) set out the Service Indicator (In bold italics) then the Service Target underneath (not in bold - standard type face) to denote the difference.									
T									

T I

# APPENDICES

## APPENDIX J – DISCLOSURES OF FINANCIAL INTERESTS

Disclosures of Financial Interests		
Period 1 July to 30 June of Year 0 (Current Year)		
Position	Name	Description of Financial interests* (Nil / Or details)
(Executive) Mayor		
Member of MayCo / Exco		
Councillor		
Municipal Manager		
Chief Financial Officer		
Deputy MM and (Executive) Directors		
Other S57 Officials		

\* Financial interests to be disclosed even if they incurred for only part of the year. See MBRR SA34A

# APPENDICES

## APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

### APPENDIX K (i): REVENUE COLLECTION PERFORMANCE BY VOTE

Revenue Collection Performance by Vote						
R' 000						
Vote Description	Year -1	Current: Year 0			Year 0 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Example 1 - Vote 1						
Example 2 - Vote 2						
Example 3 - Vote 3						
Example 4 - Vote 4						
Example 5 - Vote 5						
Example 6 - Vote 6						
Example 7 - Vote 7						
Example 8 - Vote 8						
Example 9 - Vote 9						
Example 10 - Vote 10						
Example 11 - Vote 11						
Example 12 - Vote 12						
Example 13 - Vote 13						
Example 14 - Vote 14						
Example 15 - Vote 15						
<b>Total Revenue by Vote</b>	-	-	-	-	-	-
<i>Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.  This table is aligned to MBRR table A3</i>						T K.1

# APPENDICES

## APPENDIX K (ii): REVENUE COLLECTION PERFORMANCE BY SOURCE

Revenue Collection Performance by Vote						
Vote Description	Year -1	Current: Year 0			Year 0 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Example 1 - Vote 1						
Example 2 - Vote 2						
Example 3 - Vote 3						
Example 4 - Vote 4						
Example 5 - Vote 5						
Example 6 - Vote 6						
Example 7 - Vote 7						
Example 8 - Vote 8						
Example 9 - Vote 9						
Example 10 - Vote 10						
Example 11 - Vote 11						
Example 12 - Vote 12						
Example 13 - Vote 13						
Example 14 - Vote 14						
Example 15 - Vote 15						
<b>Total Revenue by Vote</b>	-	-	-	-	-	-
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A3						T K.1

# APPENDICES

## APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

Conditional Grants: excluding MIG						R' 000
Details	Budget	Adjustments Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Budget	Adjustments Budget	
Neighbourhood Development Partnership Grant						
Public Transport Infrastructure and Systems Grant						
<i>Other Specify:</i>						
<b>Total</b>						
* This includes Neighbourhood Development Partnership Grant, Public Transport Infrastructure and Systems Grant and any other grant excluding Municipal Infrastructure Grant (MIG) which is dealt with in the main report, see T 5.8.3. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. Obtain a list of grants from national and provincial government.						T L

### COMMENT ON CONDITIONAL GRANTS EXCLUDING MIG:

**Delete Directive note once comment is completed** – Use this box to provide additional information on grant benefits or conditions and reasons for acceptance.

T L.1

# APPENDICES

## APPENDIX M: CAPITAL EXPENDITURE – NEW & UPGRADE/RENEWAL PROGRAMMES

### APPENDIX M (i): CAPITAL EXPENDITURE - NEW ASSETS PROGRAMME

Capital Expenditure - New Assets Programme*							
R '000							
Description	Year -1	Year 0			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
<b>Capital expenditure by Asset Class</b>							
<b>Infrastructure - Total</b>	-	-		-	-	-	-
Infrastructure: Road transport - Total	-	-		-	-	-	-
Roads, Pavements & Bridges							
Storm water							
Infrastructure: Electricity - Total	-	-		-	-	-	-
Generation							
Transmission & Reticulation							
Street Lighting							
Infrastructure: Water - Total	-	-		-	-	-	-
Dams & Reservoirs							
Water purification							
Reticulation							
Infrastructure: Sanitation - Total	-	-		-	-	-	-
Reticulation							
Sewerage purification							
Infrastructure: Other - Total	-	-		-	-	-	-
Waste Management							
Transportation							
Gas							
Other							
<b>Community - Total</b>	-	-		-	-	-	-
Parks & gardens							
Sportsfields & stadia							
Swimming pools							
Community halls							
Libraries							
Recreational facilities							
Fire, safety & emergency							
Security and policing							
Buses							
Clinics							
Museums & Art Galleries							
Cemeteries							
Social rental housing							
Other							
<i>Table continued next page</i>							

# APPENDICES

Table continued from previous page

Capital Expenditure - New Assets Programme*							
R '000							
Description	Year -1	Year 0			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
<b>Capital expenditure by Asset Class</b>							
<b>Heritage assets - Total</b>	-	-		-	-	-	-
Buildings							
Other							
<b>Investment properties - Total</b>	-	-		-	-	-	-
Housing development							
Other							
<b>Other assets</b>	-	-		-	-	-	-
General vehicles							
Specialised vehicles							
Plant & equipment							
Computers - hardware/equipment							
Furniture and other office equipment							
Abattoirs							
Markets							
Civic Land and Buildings							
Other Buildings							
Other Land							
Surplus Assets - (Investment or Inventory)							
Other							
<b>Agricultural assets</b>	-	-		-	-	-	-
List sub-class							
<b>Biological assets</b>	-	-		-	-	-	-
List sub-class							
<b>Intangibles</b>	-	-		-	-	-	-
Computers - software & programming							
Other (list sub-class)							
<b>Total Capital Expenditure on new assets</b>	-	-		-	-	-	-
<b>Specialised vehicles</b>	-	-		-	-	-	-
Refuse							
Fire							
Conservancy							
Ambulances							
* Note: Information for this table may be sourced from MBRR (2009: Table SA34a)							
T M.1							

# APPENDICES

## APPENDIX M (ii): CAPITAL EXPENDITURE – UPGRADE/RENEWAL PROGRAMME

Capital Expenditure - Upgrade/Renewal Programme*							
Description	Year -1	Year 0			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
<b>Capital expenditure by Asset Class</b>							
<b>Infrastructure - Total</b>	-	-		-	-	-	-
Infrastructure: Road transport - Total	-	-		-	-	-	-
Roads, Pavements & Bridges							
Storm water							
Infrastructure: Electricity - Total	-	-		-	-	-	-
Generation							
Transmission & Reticulation							
Street Lighting							
Infrastructure: Water - Total	-	-		-	-	-	-
Dams & Reservoirs							
Water purification							
Reticulation							
Infrastructure: Sanitation - Total	-	-		-	-	-	-
Reticulation							
Sewerage purification							
Infrastructure: Other - Total	-	-		-	-	-	-
Waste Management							
Transportation							
Gas							
Other							
<b>Community</b>	-	-		-	-	-	-
Parks & gardens							
Sportsfields & stadia							
Swimming pools							
Community halls							
Libraries							
Recreational facilities							
Fire, safety & emergency							
Security and policing							
Buses							
Clinics							
Museums & Art Galleries							
Cemeteries							
Social rental housing							
Other							
<b>Heritage assets</b>	-	-		-	-	-	-
Buildings							
Other							
Table continued next page							



# APPENDICES

Table continued from previous page

Capital Expenditure - Upgrade/Renewal Programme*							
R '000							
Description	Year -1	Year 0			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
<b>Capital expenditure by Asset Class</b>							
<b>Investment properties</b>	-	-		-	-	-	-
Housing development							
Other							
<b>Other assets</b>	-	-		-	-	-	-
General vehicles							
Specialised vehicles							
Plant & equipment							
Computers - hardware/equipment							
Furniture and other office equipment							
Abattoirs							
Markets							
Civic Land and Buildings							
Other Buildings							
Other Land							
Surplus Assets - (Investment or Inventory)							
Other							
<b>Agricultural assets</b>	-	-		-	-	-	-
List sub-class							
<b>Biological assets</b>	-	-		-	-	-	-
List sub-class							
<b>Intangibles</b>	-	-		-	-	-	-
Computers - software & programming							
Other (list sub-class)							
<b>Total Capital Expenditure on renewal of existing assets</b>	-	-		-	-	-	-
<b>Specialised vehicles</b>	-	-		-	-	-	-
Refuse							
Fire							
Conservancy							
Ambulances							

\* Note: Information for this table may be sourced from MBRR (2009: Table SA34b)

T M.2

# APPENDICES

## APPENDIX N – CAPITAL PROGRAMME BY PROJECT YEAR 0

Capital Programme by Project: Year 0					
Capital Project	Original Budget	Adjustment Budget	Actual	Variance (Act - Adj) %	Variance (Act - OB) %
<b>Water</b>					
"Project A"					
"Project B"					
"Project C"					
<b>Sanitation/Sewerage</b>					
"Project A"					
"Project B"					
<b>Electricity</b>					
"Project A"					
"Project B"					
<b>Housing</b>					
"Project A"					
"Project B"					
<b>Refuse removal</b>					
"Project A"					
"Project B"					
<b>Stormwater</b>					
"Project A"					
"Project B"					
<b>Economic development</b>					
"Project A"					
"Project B"					
<b>Sports, Arts &amp; Culture</b>					
"Project A"					
"Project B"					
<b>Environment</b>					
"Project A"					
"Project B"					
<b>Health</b>					
"Project A"					
"Project B"					
<b>Safety and Security</b>					
"Project A"					
"Project B"					
<b>ICT and Other</b>					
"Project A"					
"Project B"					

# APPENDICES

## APPENDIX O – CAPITAL PROGRAMME BY PROJECT BY WARD YEAR 0

Capital Programme by Project by Ward: Year 0		
Capital Project	Ward(s) affected	Works completed (Yes/No)
Water		
"Project A"		
"Project B"		
Sanitation/Sewerage		
Electricity		
Housing		
Refuse removal		
Stormwater		
Economic development		
Sports, Arts & Culture		
Environment		
Health		
Safety and Security		
ICT and Other		
		T O

# APPENDICES

## APPENDIX P – SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS

Service Backlogs: Schools and Clinics				
Establishments lacking basic services	Water	Sanitation	Electricity	Solid Waste Collection
Schools (NAMES, LOCATIONS)				
Clinics (NAMES, LOCATIONS)				
Names and locations of schools and clinics lacking one or more services. Use 'x' to mark lack of service at appropriate level for the number of people attending the school/clinic, allowing for the proper functioning of the establishment concerned.				T P

# APPENDICES

## APPENDIX Q – SERVICE BACKLOGS EXPERIENCED BY THE COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION

Service Backlogs Experienced by the Community where another Sphere of Government is the Service Provider (where the municipality whether or not act on agency basis)		
Services and Locations	Scale of backlogs	Impact of backlogs
Clinics:		
Housing:		
Licencing and Testing Centre:		
Reseviors		
Schools (Primary and High):		
Sports Fields:		
		T O

# APPENDICES

## APPENDIX R – DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY

Declaration of Loans and Grants made by the municipality: Year 0				
All Organisation or Person in receipt of Loans */Grants* provided by the municipality	Nature of project	Conditions attached to funding	Value Year 0 R' 000	Total Amount committed over previous and future years
<i>* Loans/Grants - whether in cash or in kind</i>				<i>T R</i>

# APPENDICES

## APPENDIX S – NATIONAL AND PROVINCIAL OUTCOMES FOR LOCAL GOVERNMENT

National and Provincial Outcomes for Local Government		
Outcome/Output	Progress to date	Number or Percentage Achieved
Output: Improving access to basic services		
Output: Implementation of the Community Work Programme		
Output: Deepen democracy through a refined Ward Committee model		
Output: Administrative and financial capability		
<i>* Note: Some of the outputs detailed on this table may have been reported elsewhere in the Annual Report. Kindly ensure that this information consistent.</i>		
		T S

# VOLUME II

## VOLUME II: ANNUAL FINANCIAL STATEMENTS

Provide the Annual Financial Statements (AFS) to the respective financial year as submitted to the Auditor-General. The completed AFS will be Volume II of the Annual Report.